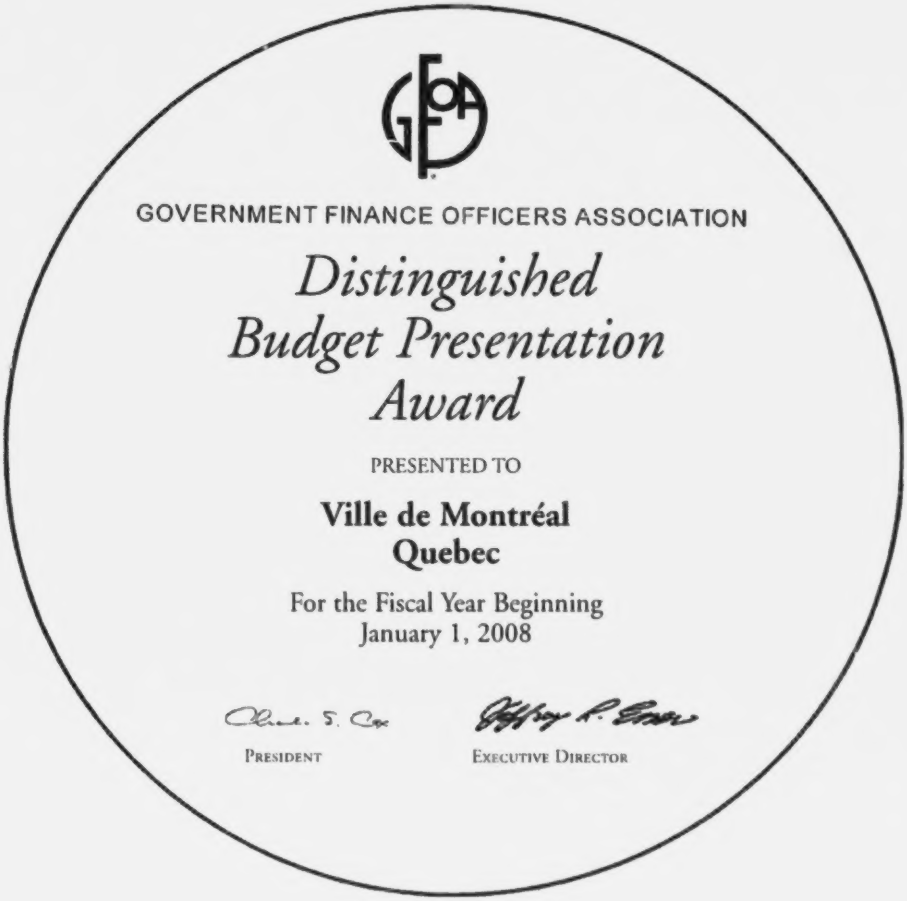
Montréal
en action

2009 Ville de Montréal Budget

Montréal



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

Ville de Montréal
Quebec

For the Fiscal Year Beginning
January 1, 2008

PRESIDENT

EXECUTIVE DIRECTOR

The *Government Finance Officers Association (GFOA)*, with members representing the United States and Canada, has accorded the Ville de Montréal its 2008 Distinguished Budget Presentation Award.

To earn this annual award, a public administration must produce documents that fulfill all the criteria for materials that combine general policy statements with information on financial activities and planning wich also may used as communications tools.

The Montréal municipal administration feels that these budget documents respect the same criteria and intends to submit them for the 2009 Award.

Adopted by
The Montréal City Council
and
the Urban Agglomeration Council
December 11, 2008

Prepared by
The Service des finances

NOTE

Unless otherwise noted, all budgetary figures appearing in this document are represented in thousands of dollars.

USER GUIDE TO THE BUDGET

The 2009 Budget documents will be distributed to some users in both printed and Web-based formats. For others, these texts will only be available on the Services des finances Web site at **ville.montreal.qc.ca/**finances. The presentation of financial information in these budget documents corresponds with the manner in which power is distributed between the City Council and the Urban Agglomeration Council.

2009 Budget (*French version available November 26, 2008—printed and Web-based formats. English version available in Web format only*)

📖 💻

- **Messages**: contains messages from the Mayor, the Chair and the Vice-Chair of the Executive Committee responsible for Finance, the Director General and the Principal Director and Treasurer, as well as highlights of the 2009 Operating Budget and the 2009-2011 Three-Year Capital Works Program.
- **Business Plan**: contains a statement of the guidelines and strategies to be advanced by the administration in meeting its long-term goals.
- **Profile of Montréal**: reveals different facets of the city, outlines its political organization and serves as an economic portrait of Montréal.
- **City Budget**: illustrates the budgetary premises that have been employed in producing the budget and provides the Certificate of the Treasurer and Director General who guarantees that appropriations earmarked in fiscal 2009 for debt service payments and obligations under law and pursuant to decisions are both necessary and available. This section also outlines the city'sOverall Budget by activity and by organizational entity.
- **Additional Information**: presents the budget by expenditure by item and reviews remuneration, the municipal workforce and expenditures by item.
- **Three-Year Capital Works Program**: provides a summary of the 2009-2011 Three-Year Capital Works Program. This program also presents investments by borough and by city department.
- **Debt and Financial Portrait**: provides a picture of the city's indebtedness.
- **Consolidated Budget**: presents the city's budget, including that of its reporting entities.
- **City Council Budget**: provides details of the budget falling under the authority of the City Council, taxation by the City Council and the latter's Three-Year Capital Works Program.
- **Urban Agglomeration Council Budget**: provides details of the budget that falls under the authority of the Urban Agglomeration Council, aliquot shares by the urban agglomeration and the latter's Three-Year Capital Works Program.
- **Appendices:** include explanations on the budget presentation structure, the main accounting policies pertaining to the operating budget, the sharing of responsibilities and preparation of the 2009 Budget. The appendices also provide information on the Water, the Road and the Investment Fund. A list of special definitions, abbreviations and acronyms appearing in the budget is also provided.

Budget by Borough and City Department (*Web only as of November 26, 2008*)

- Boroughs: organizational chart, revenues and expenditures by activity.
- City departments: organizational chart, revenues and expenditures by activity.

Three-Year Capital Works Program by borough and by city department (*Web only as of November 26, 2008*)

- Boroughs: each borough's investment projects.
- City departments: each department's investment projects.

Supplementary Information Book (*Web only as of November 26, 2008*)

- The Supplementary Information Book contains texts pertaining to changes, actions and municipal projects that have a direct bearing on the city's financial management. This book serves as a reference on various topics of current budgetary or financial interest. It can also be used to develop more information on such matters and provides background information for placing such topics within their respective socio-economic, legislative, regulatory, organizational and fiscal contexts. The Supplementary Information Book contains explanations on such wide-ranging subjects as policies, strategies and portraits of current municipal activities that fit within the set of services offered to the public.

Miscellaneous (*Web only*)

- The 2009 Consolidated Budget.
- Financial Policies.
- Prior Three-Year Capital Works Programs and Budgets.
- Prior and Current Annual and Financial Reports.
- Documentation from Prior Years.

Quick References

Messages i
Highlights v
Organizational Chart 7
Statement of Operating Activities for Tax Purposes—City 33
Statement of Operating Activities for Tax Purposes—Municipal 89
Statement of Operating Activities for Tax Purposes—Urban Agglomeration 179
Workforce and Remuneration 67
Capital Works Projects—Municipal 147
Capital Works Projects—Urban Agglomeration 225
Definitions, Abbreviations and Acronyms ..... Appendices 8 and 9

CONTENTS

THE 2009 BUDGET

User Guide to the Budget
Contents
Table Index
Figure Index
Chart Index

Messages and Highlights

Message from the Mayor, the Chair and the Vice-Chair responsible for Finance of the Executive Committee i
Message from the Director General and the Treasurer iii
Highlights of the 2009 budget v
All Your Taxes Count vii

2009 Business Plan ix

Montréal Profile

Map of the Island of Montréal and its population 1
Montréal Facts and Figures 3
Organizational Chart 2009 7
Members of the City Council 9
Members of the Urban Agglomeration Council 11
Members of the Borough Councils 12
The Executive Committee 15
Standing Committees of the City Council 17
Standing Committees of the Urban Agglomeration Council 18
The Economic Situation 19

2009 BUDGET

Introduction

Introduction 23
Presentation of the Budget 25

Overall Budget

Budget by Activity

Key Factors Employed in Formulating the 2009 Budget 29
Certificate of the Treasurer 31
Statement of Operating Activities for Tax Purposes 33
Key 2009 Budget Factors 37

Budget by Business Unit

Organizational Structure 41

Power Sharing 43

Budget by Organizational Structure 43

Borough Budgets 47

City Department Budgets 49

Other Budget Items and Financing 52

  Shared Expenditures 52

  Financing Expenses 55

  Contributions Expenditures 56

  Aliquot Shares for Financing Urban Agglomeration Activities 60

  Financing 60

Internal Transactions 62

Supplementary Information

Review of the Expenditures and Financing by Item 63

Global Remuneration 67

Change in Workforce Size 69

Summary of the 2009-2011 Three-Year Capital Works Program

Three-Year Capital Works Program in Short 73

Analysis of Financing Methods 75

Debt and Financial Portrait

Indebtedness 77

Debt Management 79

Financial Portrait 81

CITY COUNCIL 2009 BUDGET

Budget by Activity

Statement of Operating Activities for Tax Purposes 89
Analysis of Operating Activities
Analysis of Operating Activities—Revenues 91
Analysis of Operating Activities—Expenditures, Aliquot Shares and Financing 103
Analysis of Allocations 121

Taxation

2009 Taxation 123
The City Assessment Roll 132
Variations in Tax Burden for the City 136

2009-2011 Three-Year Capital Works Program (TCWP)

City Council Powers 137
2009-2011 TCWP Priorities 138
Summary of Financing Methods 141
Impact on Operating Budget 144
Summary of Capital Expenditures by Business Unit 145
Details of Investment Expenditures by Business Unit and Project 147

URBAN AGGLOMERATION COUNCIL 2009 BUDGET

Budget by Activity

Statement of Operating Activities for Tax Purposes 179
Analysis of Operating Activities—Revenues 181
Analysis of Operating Activities—Expenditures and Financing 189
Analysis of Allocations 207

Aliquot Shares

Transition to the Aliquot Shares System 209
Presentation of Different Aliquot Shares 213

2009-2011 Three-Year Capital Works Program (TCWP)

Urban Agglomeration Powers 217
2009-2011 TCWP Priorities 218
Summary of Financing Methods 221
Impact on Operating Budget 222
Summary of Capital Expenditures by Business Unit 223
Details of Investment Expenditures by Business Unit and Project 225

APPENDICES

1. Presentation Format for Budget Information and Standard Accounting Practices for the Operating Budget 1.1
2. Sharing of Powers and Preparing the Budget 2.1
3. Shared facilities, Activities and Infrastructure 3.1
4. List of Shared facilities, Activities and Infrastructure and Assets withdrawn from the Appendix of the Order in Council concerning the Urban Agglomeration of Montréal 4.1
5. Water Fund 5.1
6. Road Fund 6.1
7. Investment Fund 7.1
8. Glossary and Special Terms 8.1
9. Index of Acronyms and Abbreviations 9.1

TABLE INDEX

MONTRÉAL PROFILE

Table 1 Key Indicators for the Montréal Urban Agglomeration 20
Table 2 Key Indicators: Conference Board of Canada Forecast, Montréal CMA, 2008 to 2012 21

2009 BUDGET

Overall Budget

Budget by Activity

Table 3 Statement of Operating Activities for Tax Purposes–City Budget 34

Budget by Business Unit

Table 4 2009 Business Unit Forecasts 44
Table 5 Shared Expenditures 52
Table 6 Other Shared Expenditures 54
Table 7 Financing Expenses 55
Table 8 Contributions to Corporations, Organizations and other Major Partners 56
Table 9 Contributions to the Reconstituted Municipalities 58
Table 10 Contributions to Other Organizations 59
Table 11 Aliquot Shares for Financing Urban Agglomeration Activities 60
Table 12 Financing 60
Table 13 Inter-Entity Transactions to be Eliminated 62

Supplementary Information

Table 14 Review of Expenditures and Financing by Item 64
Table 15 Payroll Components 67
Table 16 Analysis of Remuneration and Employer Components 68
Table 17.1 Distribution of Human Resources Throughout the Organizational Structure –2006-2009 Cumulative 70
Table 17.2 Distribution of Human Resources Throughout the Organizational Structure 71

Summary of the 2009-2011 Three-Year Capital Works Program

Table 18 Capital Expenditures by Municipal Function 74
Table 19 Summary of Financing Methods 75

Debt and Financial Portrait

Table 20 2009 Cost of Debt 78

CITY COUNCIL BUDGET

Budget by Activity

Table 21 Statement of Operating Activities for Tax Purposes – City Council Budget 90
Table 22 Taxes 92
Table 23 Payments in Lieu of Taxes 94
Table 24 Other Revenues from Local Sources 96
Table 25 Transfers 99
Table 26 Government Grants for Financing Expenses of Long-Term Debt 101
Table 27 Government Grants Pertaining to the Operating Activities 101
Table 28 General Administration Expenditures 104
Table 29 Public Security Expenditures 108
Table 30 Transportation Expenditures 109
Table 31 Environmental Hygiene Expenditures 111
Table 32 Health and Welfare Expenditures 113
Table 33 Urban Planning and Development Expenditures 115
Table 34 Recreation and Culture Expenditures 117
Table 35 Financing Expenses 119
Table 36 Aliquot Shares for Financing Urban Agglomeration Activities 119
Table 37 Financing 120
Table 38 Allocations 121

Taxation

Table 39 2009 Rates–Residual Properties 126
Table 40 2009 Rates–Properties with Six or More Units 127
Table 41 2009 Rates–Non-Residential Properties 128
Table 42 Residential Property User Fees by Borough, Ville de Montréal 129
Table 43 Non-Residential Property User Fees by Borough, Ville de Montréal 130
Table 44 Change in the 2007-2010 Four-Year Assessment Roll, Ville de Montréal 132
Table 45 Variation in Taxable Values by Borough 133
Table 46 Taxable and Non-Taxable Values by Borough, Ville de Montréal 134
Table 47 Calculation of Adjusted Property Value for 2007, 2008, 2009 and 2010 135
Table 48 Overall Rate and Variation in Tax Burden from 2008 to 2009 by Borough, Residential and Non-Residential Properties 136

2009-2011 Three-Year Capital Works Program

Table 49 Capital Expenditures by Municipal Function 139
Table 50 Capital Expenditures by Asset Category 140
Table 51 Summary of Financing Methods 141
Table 52 Analysis of Indebtedness to be Repaid by City Taxpayers 143
Table 53 Summary of Capital Expenditures by Business Unit 145

URBAN AGGLOMERATION COUNCIL BUDGET

Budget by Activity

Table 54 Statement of Operating Activities for Tax Purposes –Urban Agglomeration Council Budget 180
Table 55 Aliquot Shares, Taxes and Payments in Lieu of Taxes 182
Table 56 Other Revenues from Local Sources 183
Table 57 Transfers 185
Table 58 Government Grants for Financing Expenses of Long-Term Debt 186
Table 59 Government Grants Pertaining to Operating Activities 187
Table 60 General Administration Expenditures 190
Table 61 Public Security Expenditures 193
Table 62 Transportation Expenditures 194
Table 63 Environmental Hygiene Expenditures 196
Table 64 Health and Welfare Expenditures 199
Table 65 Urban Planning and Development Expenditures 201
Table 66 Recreation and Culture Expenditures 203
Table 67 Financing Expenses 205
Table 68 Financing 206
Table 69 Allocations 207

Aliquot Shares

Table 70 2009 Aliquot Shares 210
Table 71 Summary of Method for Calculating 2009 General Aliquot Shares 214
Table 72 2009 General Aliquot Shares by Activity 215

2009-2011 Three-Year Capital Works Program

Table 73 Capital Expenditures by Municipal Function 220
Table 74 Capital Expenditures by Asset Category 220
Table 75 Summary of Financing Methods 221
Table 76 Summary of Capital Expenditures by Business Unit 223

APPENDICES

Table 77 Summary of Powers Falling under the Urban Agglomeration Council or the City and Borough Councils 2.4

Table 78 Summary of Respective Responsibilities, Authorities and Obligations of the Boroughs and City Departments 2.5

Table 79 Budgeted Statement of Revenues and Expenditures Pertaining to Water Management 5.2

Table 80 Breakdown of Capital Expenditures over the Next Three Years 5.3

Table 81 Capital Assets Activities–Road Expenditures by Category 6.2

Table 82 Capital Assets Activities–Investment Fund by Project 7.2

FIGURE INDEX

2009 BUDGET

Overall Budget

Introduction

Figure 1 Presentation of the City Budget 26

APPENDICES

Figure 2 Sharing of Powers–Political Entities and Territories of Application 2.2

CHART INDEX

Messages and Highlights

Chart 1 All Your Taxes Count vii

2009 BUDGET

Overall Budget

Budget by Activity

Chart 2 Source of Revenues 36
Chart 3 Expenditures by Function 36

Supplementary Information

Chart 4 Expenditures by Item 63

Debt and Financial Portrait

Chart 5 Net Direct and Indirect Debt (Excluding Initial Actuarial Liability) from 2001 to 2009 as a Percentage of Revenues 81
Chart 6 Net Debt Service Cost as a Percentage of Operating Expenditures and Financing from 2001 to 2009 82
Chart 7 Evolution of Net Direct Debt and Initial Actuarial Liability with and without the Refinancing Funding Strategy, 2001 to 2009 83
Chart 8 Evolution of Net Direct Debt and Initial Actuarial Liability, 2001 to 2009 84
Chart 9 Net Direct Debt and Initial Actuarial Liability as Percentages of the Harmonized Equivalent Taxable Assessment, 2001 to 2009 85
Chart 10 Net Direct Debt and Initial Actuarial Liability by Resident, 2001 to 2009 86
Chart 11 Tax Assessment and Harmonized Equivalent Tax Assessment, 2001 to 2009 87

MESSAGES AND HIGHLIGHTS

MESSAGE FROM THE MAYOR, THE CHAIR AND THE VICE-CHAIR, RESPONSIBLE FOR FINANCE, OF THE EXECUTIVE COMMITTEE

Dear fellow residents,

In view of current economic circumstances and the international financial crisis, Montréal's 2009 Budget has been prepared to protect the disposable income of Montréal residents and to support its growth. At this time of uncertainty, it has become more important than ever to maintain a steady course and persevere in achieving Montréal's ambitious goals. The choices that our administration has made over the past few years and the actions we are currently taking have put Montréal in an advantageous position.

Our strict and prudent management of public finance is of direct and immediate benefit to Montréal residents, since the 2009 Budget has maintained a freeze on the general tax burden for the fourth year in a row.

We have also taken measures to ensure tight control over our long-term debt. Moody's, the well-known rating firm, has taken note of our efforts and given Montréal an Aa2 rating—the highest in the city's history.

Montréal's 2009 Budget corresponds with our administration's constant desire to provide all residents with an effective administration to meet their needs and a safer and more satisfying living environment, while enhancing Montréal's leadership as a metropolis.

It is for that reason that we are, this year, stepping up our unprecedented levels of investment in the rehabilitation and development of our infrastructure. Our efforts of the past few years have already yielded meaningful and visible results. We shall also substantially boost our contribution to the Investment Fund for carrying out large-scale projects. We are taking these concrete actions to stimulate Montréal's economy, right now, when it is needed.

To achieve these goals, we have succeeded in building the fiscal room required for meeting our major goals without reducing the quality of services for residents. The process we began three years ago of reviewing our programs and activities is generating annual recurring savings of $300 million. These choices will cap the growth in our operating expenditures and generate the fiscal flexibility necessary for engaging in sweeping development programs.

The city is thus providing families, businesses and workers with a prosperous environment to spur growth. The city administration places improved quality of life for Montréal's families among its core concerns. It also supports the vitality of our creative community and of the various stakeholders in the economic, social and cultural development of our metropolis.

With the support of our managers, employees, partners from the higher levels of government and our residents, we shall collectively achieve our full potential. Montréal is in action!

Gérald Tremblay
Mayor of Montréal

Claude Dauphin
Chair of the Executive
Committee

Sammy Forcillo

Vice-Chair of the Executive
Committee responsible for Finance

MESSAGE FROM DIRECTOR GENERAL AND THE TREASURER

Montréal has, over the past few years, been faced with the need to tailor its services to the public's current needs. It is for this reason that it set up the 311 telephone line, which provides 24/7 access to the city. The city has also deployed police officers in the subway system to boost rider security. To meet the needs of an aging population, it has also rolled out a first responder service in firehouses to provide a quick response and help save lives.

All of this work has been done without increasing the general tax burden for Montrealers. But how? One way has been by generating fiscal flexibility through the review of our activities, services and programs that is to be completed this year, on schedule. The study, which we launched in 2006, to ensure that our activities, services and programs are operating with the greatest possible efficiency and at the best cost for all of our taxpayers, has served to achieve our targeted savings.

Now, more than ever before, the city is in action. The 2009 Budget clearly illustrates this fact. With the crucial support of all our employees, we are determined to mobilize our energies around Montréal's priorities as defined in the city business plan. We shall continue to work to improve quality of life in Montréal, to maintain its status as a dynamic metropolis and to forge even closer ties between the city administration and our residents.

Claude Léger, Eng.
Director General

Robert Lamontagne, CA, MBA
Principal Director and Treasurer

HIGHLIGHTS OF THE 2009 BUDGET

A Rigorous and Responsible Action-Oriented Budget

Montréal's 2009 Budget stands at $4.0707 billion, up 2.6% from 2008.

The 2009-2011 investment program totals $3.4627 billion, up 9.1% over three years. Of this total, $1.1564 billion has been earmarked for investment in 2009.

Nearly two thirds of investments for 2009 target infrastructure and economic development.

- $350.7 million for the water supply system.
- $258.2 million for the road system, including streets, bridges and traffic lights.
- $146 million for major economic development projects.

The investments will promote our metropolis's prosperity and performance.

Administration and Taxes

The administration is meeting its commitments to control expenditures and taxation.

- Reduction of 189 positions and additional savings of $100.4 million in 2009, as part of the goal of eliminating 1,000 jobs and saving $300 million by December 31, 2009.
- The freeze on the general tax burden maintained for the fourth year in a row.

Public Transit and Active Forms of Transportation

- Additional contributions of $46.7 million for public transit to support upgraded service. Of this amount, $22 million will be paid to the Société de transport de Montréal (STM) as an additional contribution for the 2008 fiscal period.
- Unprecedented annual contribution of $332 million to the STM and $39.5 million to the Agence métropolitaine de transport.
- Investment of $9.4 million in bike paths.
- Full launch of the BIXI self-service bike system next spring, with 2,400 bicycles available at 300 docking stations located throughout the city.

Road System

- Investment of $152.6 million to repair the road system, for total outlays of $602.6 million from 2006 through 2009, or 20% more than the initial target of $500 million in four years.
- Numerous operations on the road system including:
    - Reconstruction of Rue Notre-Dame ($35.9 million).
    - Extension of Boulevard Cavendish ($11 million).
    - Improved access to Montréal-Trudeau International Airport ($8 million).

Water Supply

- Rehabilitation program for secondary water mains and sewer lines ($127.5 million).
- Program to bring drinking water production plants up to standard ($82.8 million).
- Rehabilitation program for primary water mains ($29.6 million).

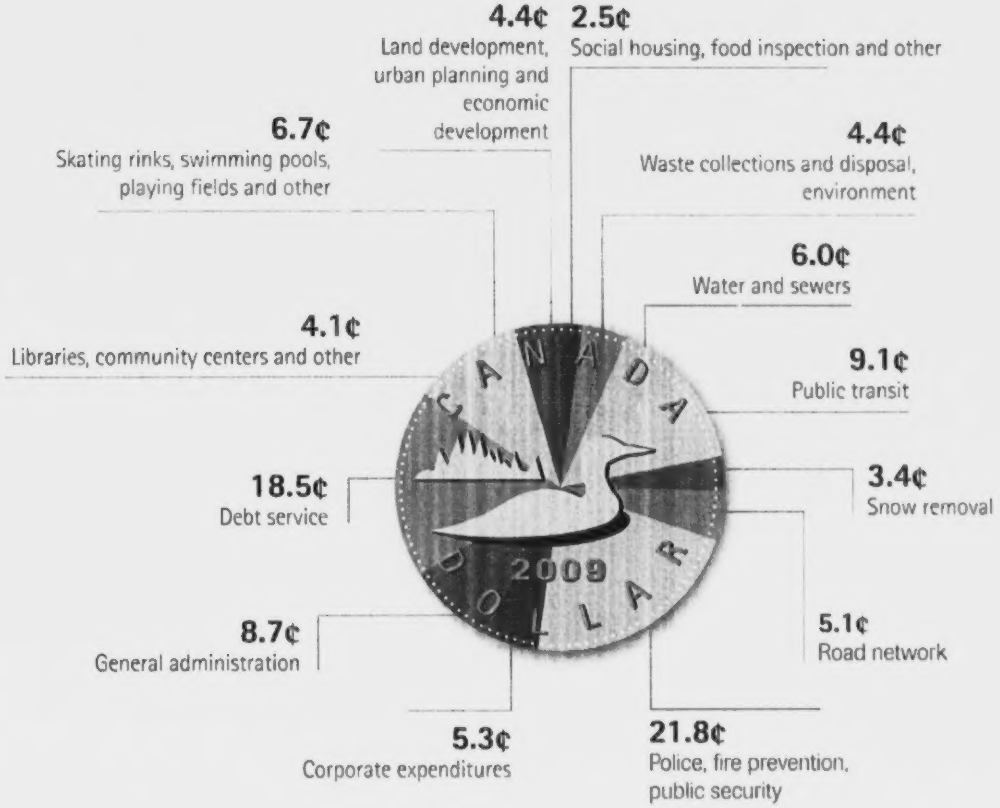
Culture and Heritage

- $93 million over three years to produce the Quartier des spectacles. Phase I (Place du Quartier des spectacles) is to be completed next summer, in time for the festival season.
- $51.8 million to modernize the library system under the Montréal cultural development agreement for 2008-2011.
- $25.3 million earmarked for heritage protection efforts through 2011.
- $10.5 million in a contribution to the Conseil des arts de Montréal.

Economic, Social and Environmental Development

- $146 million for such major projects as the Quartier des spectacles, the Montréal Harbourfront (revamping the Bonaventure Expressway), CHUM, MUHC, the Outremont campus, etc.
- $81 million over 10 years for economic development programs (PR@M).
- $52.4 million over the next three years for sports facilities.
- $48.6 million for the *Opération 15 000 logements* program. Of this amount, $26.9 million will be used under the Rénovation Québec program and $21.7 million will serve in building and renovating social and community housing units.
- $12 million for protecting natural environments.
- $66.4 million for clean-up work.
- $40 million between now and 2011 to build and repair solid waste management facilities.

Chart 1
All Your Taxes Count



2009 BUSINESS PLAN

INTRODUCTION

In view of current economic circumstances and the international financial crisis, Montréal's 2009 Budget has been prepared so as to preserve and develop the ability of Montrealers to pay. At this time of uncertainty, it has become increasingly important to maintain a steady course and persevere in achieving Montréal's ambitious goals.

It is in this spirit that the 2009 Budget proposes efforts based on the following three major commitments: making living environments safer and more satisfying, asserting Montréal's leadership as a metropolis and providing residents with an effective administration to meet their needs.

The city will, accordingly, step up the pace of its investment in infrastructure even beyond what had been planned, while substantially boosting contributions to the Investment Fund for carrying out major economic development projects. Furthermore, because of the city's ability to manage its public finances in a prudent and responsible manner, it has, for the fourth year in a row, kept its promise to freeze the general tax burden.

Furthermore, since our review of programs and activities has generated recurring savings of $300 million, the city can roll out major development programs, while posting some of the lowest budget growth of any major Canadian city in the past five years. It is due to such efforts to save, coupled with prudent management of debt and major infrastructural investments, that Moody's awarded Montréal an Aa2 rating—the highest in its history.

Montréal's core actions focus on improving the quality of life for its families as well as in supporting sustainable development, an area in which has it made record investments for public transit and active transportation. Next spring's rollout of the BIXI self-service bike system clearly attests to these efforts.

The city outlines its priorities and the actions it will take to meet them in the following business plan.

PRIORITY 1

RENOVATING AND UPGRADING INFRASTRUCTURE

Montréal has initiated the largest infrastructure restoration program in its history. To meet this challenge, the city has adopted powerful financial resources, such as the Water Fund and Road Fund, to ensure lasting investment and to reduce the borrowing needed to fund this work.

The city's efforts to restore its infrastructure are designed to promote sustainable development.

Road Infrastructure

The most visible efforts in this area involve repairs to Montréal's 5,600 km of roadways. In 2008, major repairs were carried out on some 133 km of roads and six road structures (bridges, tunnels and overpasses). The city also boosted safety at 57 intersections and upgraded traffic signals at 650 intersections.

Drawing on investments of $152.6 million, considerable road repair work will take place in Montréal throughout 2009. These efforts will bring total investments from 2006 through 2009 to $602.6 million, or more than 20% than the city administration's initial target of $500 million for road structures during that period. Furthermore, the city will spend $22.9 million on the construction and restoration of road structures and on upgrading traffic signals and road signs in 2009.

This work will focus on the repair and replacement of 145 km of local and arterial roads, the upgrade of traffic signals, the refurbishment of seven road structures and sidewalk reconstruction or repair.

Several large-scale development programs requiring investments of some $82.7 million will also be initiated or maintained in 2009. These include the reconstruction of Rue Notre-Dame, improved access to Montréal-Trudeau Airport and the extension of Boulevard Cavendish Nord.

Funding of $258.2 million will, accordingly, be earmarked for different kinds of renovation work on and upgrades to Montréal's road system in 2009.

Water Management

Major investments have also been made over the past few years in water management. The challenge is great, because each day Montréal produces 2.8 million cubic metres of drinking water flowing through more than 6,000 km of primary and secondary mains. In 2008, over $80 million was earmarked to upgrade various water supply and sewer renovation projects, plus $28 million in investment to bring drinking water production plants up to standard.

These investments will continue in 2009, with the city earmarking $708 million for the water sector, including $350.7 million for capital works activities. Key projects include:

- The repair of some 50 km of water mains and sewer lines.
- Ongoing efforts to bring drinking water production plants up to standard.
- Repairs on the McTavish Reservoir mains and tunnels.
- Installation of equipment designed to optimize the water supply and reduce the demand for drinking water production.
- Installation of 7,000 water meters in industrial, commercial and institutional buildings.
- Construction of a pumping station at the Francon quarry.
- Installation of ozone treatment equipment at the Jean-R.-Marcotte waste treatment station to promote sustainable development and to enable Greater Montréal residents to reclaim recreational access to the river.

The additional contribution to the Water Fund will total $125 million in 2009. This fund will help consolidate all water-related financial information and make it easier to monitor the status of the financial resources earmarked for this sector.

PRIORITY 2
CARING FOR OUR FAMILIES AND ENSURING THEIR SECURITY

The city has, over the past few years, demonstrated an unprecedented commitment in providing Montréal's families with a constantly safer and more enjoyable living environment. Through this approach, the city is hoping to encourage families to live in Montréal.

Family Action Plan

The Family Policy was adopted in 2008 and provides a coherent framework for all family-oriented initiatives. The policy comprises 14 major commitments grouped under the headings: "My Home," "My Street," "My Neighbourhood" and "My City." Montréal will pursue its efforts on behalf of families in 2009 with projects built around these four themes.

MY HOME: Good Housing for Everyone

Montréal wants to ensure access to good housing for all Montrealers and particularly for young families. Various programs and projects have been created to promote home ownership or affordable housing in Montréal.

The *Opération 15,000 logements* operation, which kicked off in 2006, will wind up in 2009. The program will have introduced 5,000 new social and community housing units to Montréal's housing stock. Some $50 million will be invested in 2009 to complete this operation.

The city is continuing to roll out the Stratégie d'inclusion de logements sociaux et abordables [social and affordable housing inclusion strategy] for new residential projects. This strategy provides setting aside at least 30% of the dwellings in new residential projects as social and affordable units. The city is, accordingly, taking proactive measures with respect to several major residential development projects.

In its efforts to ensure healthy housing, the city's special inspection team will, by late 2008, have completed its inspection of more than 3,000 units in 140 substandard buildings and cited 28,225 violations. In addition to some 4,000 corrective measures applied by owners, a complex of 23 buildings, containing 551 units, will be demolished to make way for a housing project consisting of 1,300 new units. Another eight-building complex with 191 units will be completely renovated. In 2009, more than 3,000 inspections are expected as part of the ongoing effort to improve housing conditions throughout Montréal. The city has once again set aside $1 million to support this initiative.

The city will also lend its support to other major residential projects and a number of formal agreements have already been concluded, such as that regarding the Viger Station and Hotel project. Agreements in principle have also been reached on nine other projects, including some pertaining to the former postal sorting centre on Rue Ottawa, Maison Radio-Canada, Pierrefonds Ouest, Place l'Acadie and Place Henri-Bourassa.

Progress is also being made on the fire department's plan to enhance fire prevention efforts and ensure prompter response. In October of 2008, Montréal's safety risk cover plan was certified by Québec's Minister of Public Safety. Under the plan, certain prevention programs will be rolled out in

2009, including the periodic inspection of high-risk buildings and improved water access in areas without a local water supply system. The city has earmarked $4.8 million to carry out this plan in 2009, including $2.1 million for capital expenditures.

MY STREET: Response and Prevention

"My Street," which is the family policy's second heading, focuses on family safety. The emphasis for 2009 will be on road safety.

Improving Road Safety

The city's road safety efforts are producing results. Montréal now has one of the best road safety records in recent history and the statistics are encouraging:

- The number of collisions involving a death dropped from 54 in 2006 to 38 in 2007 (-30%). The trend in 2008 seems to have been maintained, with a decline of some 18% to date.
- The number of collisions involving a serious injury was down a substantial 32% over the first half of 2008 (175 in 2007 and 118 in 2008).
- Collisions involving injuries dropped significantly, from 8,346 in 2003 to 6,325 in 2007.

For 2009, the Division de la sécurité routière et de la circulation (road and traffic safety) has set the following goals:

- Enhancing compliance with the *Highway Safety Code* by stepping up speed control operations, ensuring an increased presence of officers at different intersections and enforcing zero tolerance for speeding in school zones.
- Reducing unsafe pedestrian behaviour, particularly by stepping up enforcement efforts that target this group and through the strict application of regulations.

The city also intends to cut the speed limit from 50 km/h to 40 km/h in 2009.

MY NEIGHBOURHOOD: Enhancing a Sense of Security

In 2009, the city will pursue it efforts to make Montrealers feel more secure, particularly by ensuring a rapid response to accidents and by taking action to prevent emerging crime.

Quicker Emergency Response

The year 2009 will mark the third and final phase of deploying first responders throughout the Island of Montréal. The urban agglomeration's 66 fire houses will be able to respond to emergency calls, thereby helping to save more lives by providing faster treatment for strokes and heart attacks. Some 600 fire fighters will be trained and certified as part of that process.

Continuing the Community Approach

A joint police and community-based effort succeeded by mid-2008 in bringing down the number of street gang-related killings by 55% from 2007.

In 2009, $75,000 will be earmarked to community initiatives in borough of Côte-des-Neiges–Notre-Dame-de-Grâce, Villeray–Saint-Michel–Parc-Extension, Montréal-Nord, Rivière-des-Prairies–Pointe-aux-Trembles and LaSalle, and in the Mercier-Est, Petite-Bourgogne and Cartierville sectors.

Stepping up the Fight Against Emerging Crime

Once again in 2009, Montréal intends to intensify its efforts against emerging crime in four key sectors. They are the street gang prevention initiative, the war on drugs, cybercrime and the phenomenon of occasional criminals. The Service de police de la Ville de Montréal (SPVM or Montréal police service) will also keep its Éclipse group operating through next year. Éclipse was established in June 2008 to contend with emerging crime. The police service has targeted a 5% reduction for personal and street gang related crime in 2009 from the past three year's average.

MY CITY: Improving the Range of Sports and Recreational Facilities

To meet the needs of an active population, the city must keep its sports and recreational facilities in line with the strictest standards. It must also make such facilities available to the largest number of users without neglecting high-level athletes. The Fonds de soutien aux équipements sportifs, which the City Council created to support the boroughs, will make investments of $17.4 million (including $5.8 million in 2009) over three years. Beginning in 2009, these funds will allow most of the boroughs to perform work on their sports and recreational facilities, such as their swimming pools, wading pools and soccer fields. The 2009-2011 Three-Year Capital Works Program has also earmarked investments of $30.5 million (including $3 million in 2009) for the new municipal arena action plan. More than $50 million will be injected into these and similar projects over the next three years.

Key projects pertaining to sports facilities include:

- Renovation of the Maurice-Richard arena to permit safe and optimal training of athletes from the Canadian speed skating team.
- Major repair and site design work at the Complexe sportif Claude-Robillard.
- Creation of a new indoor soccer field adjacent to the Complexe environnemental Saint-Michel, as provided for in the 2009-2011 Three-Year Capital Works Program.
- Creation of an artificial turf soccer field in Jarry Park.

PRIORITY 3

PROMOTING CULTURE AND HERITAGE

In accordance with the action plan that was formulated in response to *Rendez-vous novembre 2007 – Montréal, métropole culturelle*, Montréal intends to build on its position as a leading North American cultural hub. It has launched major projects that will ultimately give Montrealers even more pride in their city.

Quartier des Spectacles

The Quartier des spectacles is much more than a major site for the construction of cultural facilities, as this hub will result in a significant restructuring of the downtown area by creating a single space encompassing performance, broadcasting and business centres as part of a bold new urban design.

Work will end at the Place du Quartier des spectacles just in time for the summer 2009 festival season. Work will then begin on Phase II, comprising the Promenade des Festivals and the Place de l'Adresse symphonique.

The new building at 2-22, Rue Sainte-Catherine Est, which will largely be used for cultural activities, will become the Quartier des spectacles' flagship structure.

More than a total of $93 million will be invested over the next three years in the Quartier des spectacles.

Furthermore, to provide for the future of Pointe-à-Callière, the Montréal Museum of Archaeology and History, the city will invest $6 million over the next three years in upgrading the structure and in continuing its efforts to obtain national museum status for this institution.

Improving the Library System

A good public library system is an important means of disseminating culture and knowledge. That is why Montréal is investing in the expansion of its public library system and in upgrading library services. Key measures planned for 2009 include:

- An additional $1.4 million in 2009 to keep libraries open at least 53 hours per week, hire facilitators and launch a new Web-based loan management service. Additional funding for this activity stood at $2.8 million in 2007 and 2008. That means $4.2 million for upgrading library operations will have been added over a three-year period.
- Three new construction and three library renovation projects in the same number of boroughs.
- Continued library construction work in Rosemont–La Petite-Patrie and Saint-Laurent boroughs.

- Ongoing expansion of the Saul Bellow Library in Lachine boroughs and the Pierrefonds Library in Pierrefonds-Roxboro boroughs.

More than $60 million will be invested by the city and its boroughs over the next three years on capital expenditures for the library system.

Protecting our Heritage

Montréal is committed to protecting, preserving and promoting its heritage. In 2009, there will be major developments in this area with respect to several large-scale projects. Efforts to feature the public areas of the Old Montréal historic district will involve substantial projects over the next year aimed at illuminating certain buildings and redesigning several streets.

The 2009-2011 Three-Year Capital Works Program has earmarked investments of $25.3 million ($6.1 million in 2009) for developing Old Montréal's public spaces. These investments are in addition to those earmarked for the Old Montréal Lighting Plan to iluminate up certain buildings on Rue McGill as part of renewal efforts for this major commercial and heritage street. This project will ultimately require a total of $3 million in funding.

Elsewhere in the city, the municipal heritage building restoration program will receive $7.8 million in 2009 to initiate or to finalize work on the fort on Île Sainte-Hélène, the Thomas-Brunet and Richer-dit-Louveteau houses, the Centre d'histoire de Montréal (Montréal history centre), window replacement at Marché Bonsecours (Bonsecours Market) and replacement of City Hall's architectural lighting.

Makeovers of Dorchester Square, Place du Canada and Place d'Armes

The makeovers of Dorchester Square, Place du Canada and Place d'Armes will continue in 2009. Appropriations of $11.1 million ($5.4 million in 2009) have been provided in the 2009-2011 Three-Year Capital Works Program for these projects that are intended to enhance Montréal's centres of business and tourism.

Mount Royal Belt way Road

This long-awaited belt way road in Mount Royal will give all visitors to the metropolitan area's largest park access to the mountain's three summits, along a new pedestrian and bike path. The 2009-2011 Three-Year Capital Works Program has set aside investments of $6.3 million ($2.2 million in 2009) for this major project.

PRIORITY 4

MAKING A FIRM COMMITMENT TO PUBLIC TRANSIT AND ACTIVE FORMS OF TRANSPORTATION

Boosting the City's Contribution to Public Transit

Montréal's administration has clearly demonstrated its commitment to public transit by contributing substantial new funding to the budget of the Société de transport de Montréal (STM) in 2008. This initiative helped the STM improve its service to riders through such means as increasing the frequency of its buses (on more than 40 lines) and subways.

In 2009, the city will boost its contribution to public transit by another $46.7 million, as follows:

- A $22 million rise in the city's basic contribution to the STM for 2009 to help develop and improve the service offered.
- Payment of an additional contribution of $22 million to the STM for fiscal 2008.
- A $2.7 million increase in the city's contribution to the Agence métropolitaine de transport (AMT) in 2009 to fund commuter train service and the metropolitan capital fund.

In 2009, the city's total contribution to the STM will reach a record $332 million (+7.1% from the prior year) and its contribution to the AMT will stand at $39.5 million (+7.3% over 2008).

The city's contribution to the STM will help the authority significantly upgrade its service, through such initiatives as:

- Boosting service throughout the system by 2%, for an additional 1.5 million kilometres travelled each year.
- Increasing service on 26 of the busiest rush hour bus lines by 10%.
- Creating new limited-stop bus lines on certain routes, aimed at reducing travelling time for riders.
- Bringing some 60 new articulated buses online by the end of the year to improve rider comfort.
- Modifying coverage in the industrial zones of certain sectors.
- Making major investments in buying buses, particularly to replace first generation low-floor buses.

More Bike Paths in 2009

Montréal has made great progress over the past few years in promoting bicycle use. The number of bike paths was increased in 2008. With the creation of 60 new kilometres of bike paths, plus another 40 kilometres that are under construction, it is now possible to ride safely throughout the island.

The city will step up these efforts in 2009, by adding 80 new kilometres to the bike path system. At this pace, the city administration will meet its goal of doubling the Island of Montréal's bike path system by 2014. To succeed in this effort, the 2009-2011 Three-Year Capital Works Program has set aside some $25.4 million ($9.4 million in 2009) for bike paths.

BIXI: An International Innovation

Montréal has acquired a pioneering self-service bike system known as BIXI. BIXI stands out from other such services for its ease of use and innovative design. BIXI also ranks No. 19 on *Time's 50 Best Inventions of* 2008, which appeared in the magazine's November issue.

With $10 million in funding, BIXI will be officially launched in the spring of 2009 with over 3,000 bikes available at 300 docking stations.

Implementing the *Transportation Plan*

The *Transportation Plan* that was adopted by the city in 2008 has been received with great enthusiasm. The plan envisions that, with the support of its municipal and governmental partners, Montréal will become a North American leader in public transit. The plan has proposed 21 development programs that are to be carried out within 10 years.

This year the city is setting up a financial reserve to be used in carrying out the *Transportation Plan* and in ensuring that the necessary activities can be swiftly deployed. This reserve will be used to support large-scale public transit projects that will be launched in 2009, namely:

- Performance studies necessary for creating the tramway.
- Extending Boulevard Maurice-Duplessis to facilitate access to one of the stations planned along the new East End commuter line.
- A design study for creating a bus lane on Boulevard Pie-IX.
- Upgraded infrastructure for accessing Montréal-Trudeau International Airport by a rail shuttle.

PRIORITY 5

BUILDING THE MONTRÉAL OF TOMORROW

The city has adopted an ambitious action plan entitled *Imagining and Building Montréal 2025* to provide for Montréal's local and international cultural, economic, environmental and social development. The plan lists and explains key projects and several are already underway.

The city needs the higher levels of government to accelerate their institutional investment and support economic development. Montréal, for its part, has clearly indicated its intentions in this matter and will earmark $146 million in 2009 for several of these major projects, including:

Redesign of Boulevard De Maisonneuve

The first phase of the Boulevard De Maisonneuve redesign, near Rue Guy, was completed in the fall of 2008. The second will begin in 2009. This work is part of a vast redevelopment project for the entire Concordia University area.

Outremont Campus

With the report on the technical and financial study having been filed in May 2008, the city is ready to sign an agreement with the Université de Montréal to carry out the infrastructural work associated with this project. The city subsequently intends to proceed to the preparatory phases, including the formulation of the drawings and specifications required for the infrastructural work planned for la Promenade and Bates, McEachran and Outremont avenues, according to the university's timeline.

McGill University Health Centre (MUHC)—Glen Site

Following the signing in 2008 of a memorandum of understanding between the city and the MUHC, work to connect Avenue Crowley to Chemin Upper-Lachine will be completed in 2009. Other related work, including the Phase I of the project to widen Boulevard Décarie and the formulation of drawings and specifications for the railway bridge, will also be carried out during the year.

Centre Hospitalier de l'Université de Montréal (CHUM)

A development agreement pertaining essentially to infrastructural work and sharing of related costs was concluded in 2008. The city is accordingly prepared to undertake Phase 1 infrastructural work in 2009, thereby paving the way to making this major project a reality.

Acadie-Chabanel Sector

This revitalized sector will benefit from large-scale projects organized by the city administration. Since Chabanel Station opened in January 2007, major redevelopment work has been underway and is scheduled to continue until 2011.

Work performed by Montréal's Commission des services électriques (electrical service commission) will accordingly be finalized in 2009 and the city will begin redesigning the sidewalks. The extension of Rue Jean-Pratt and repair on the Tolhurst–Saint-Laurent section of water main will also be completed.

Montréal Harbourfront and Redevelopment of the Bonaventure Expressway

Phase 1 of the work will begin in 2009. This phase will primarily involve conducting certain studies and repairing buried infrastructure (water, sewer, gas and electric lines) running under the future urban boulevard that is to result from redesigning the downtown section of the Bonaventure Expressway. Phase 2 work will involve creating a direct public transit corridor between the southern edge of the future boulevard and the downtown bus depot.

Revival of the Griffintown Sector

Montréal and the Devimco company agreed in 2008 on a project to revitalize the Griffintown sector. This project will entail private investments estimated at $1.3 billion. Montréal will make a major contribution to this project over the next three years, particularly by assuming responsibility for the reconstruction of wastewater collection infrastructure in Phase 1.

Montréal, Development Partner

Support for Commercial Development

Montréal's sociétés de développement commercial (SDCs) (commercial development corporations) play central roles in its commercial vitality. Montréal will provide financial assistance of $130,000 in 2009 to these organizations so that they may carry out targeted studies on the perceptions of consumers and members of the business community with respect to commercial thoroughfares.

PR@M: success@montréal Programs

The city is giving solid support to commercial and industrial activities as part of its efforts to develop Montréal's full potential. The success@montréal programs *(PR@M)* were set up in 2008 to provide the owners of stores and industrial concerns with direct financial assistance corresponding with specific development orientations. Some $81 million in contributions will be paid by 2018 through the following programs:

- *PR@M–Commerce,* which will receive an investment of $22.6 million over two years, seeks to beautify and revitalize commercial thoroughfares. This effort will begin with an assessment defining a distinctive commercial proposal for each street. In close conjunction with the boroughs, this work will begin along 28 thoroughfares within the urban agglomeration. This effort will result in using excellent design concepts to enhance the architectural appearance of stores and built heritage.

- *PR@M–Industry,* which is to receive $48 million in support through 2018, is geared to boosting investment in industrial real estate. This program gives owners of non-residential buildings an opportunity to obtain refunds on property taxes due to increased value generated by the construction, conversion or expansion of an industrial building.
- *PR@M–Revitalization* seeks to make solid contributions to the development of sectors impaired by specific issues. This program provides particular support to projects aimed at eliminating nuisances caused by buildings with non-conforming uses. Appropriations of $10 million have been earmarked for this program through 2011.

PRIORITY 6

PROTECTING THE ENVIRONMENT AND BEAUTIFYING THE CITY

Efforts to protect the environment and beautify the city have a direct impact on quality of life for residents. The environment and beautification are also important factors in development, because they help draw visitors and new residents to Montréal. That is why the city is seeking to become a standard-bearer in the area of sustainable development, as is clearly illustrated by Montréal's commitment to public transit and active transportation. Many other initiatives, however, are also targeting that same goal.

Protecting Natural Environments

Protecting natural environments is an important component of environmental protection. In August 2008, a total 2,177 hectares of urban agglomeration land was listed as protected, up 6% from 2007. Montréal is steadily approaching its goal of 3,000 protected hectares of natural environments throughout the island, following adoption in 2004 of the *Policy to protect and enhance natural habitats*, to which it had committed $36 million in investments.

Investments of $12 million will, accordingly, be earmarked in 2009 to the protection of natural environments. Planned projects include the Faubourg Pointe-aux-Prairies and the start of work on the Anse-à-l'Orme nature park.

The city also plans to provide additional protection to Mount Royal by creating a park for its third peak, Outremont Summit, in conjunction with its partners, the Notre-Dame-des-Neiges Cemetery and the Université de Montréal. This 23-hectare park will protect the landscape along the north side of the mountain and views of the foothills of the Laurentians.

Solid Waste Management

Making residents more aware of the importance of reducing waste at the source and of reuse is central to the city's solid waste management efforts.

The city also intends to pursue its efforts to meet its 60% target for recovery of recyclable materials. The year 2009 will be marked by many activities, including:

- The purchase and distribution of tools to assist in the collection of recyclable materials, including the bac-sac, which will soon be distributed.
- Start of island-wide collection of green waste.
- Creation of kitchen scrap composting projects.

The Complexe environnemental Saint-Michel waste landfill function will also be permanently closed in 2009, so that the site can be redeveloped as a park.

Disposal of Non-Compliant Discharges

The city will maintain its efforts to find and eliminate sources of cross-contamination that result in non-compliant discharge into storm sewers (PLUVIO project). This activity will directly contribute to improving the quality of water in the rivers surrounding the Island of Montréal and will permit more Greater Montréal residents to use these waters for recreational purposes. Work in 2009 will focus on the boroughs of Pierrefonds-Roxboro, Montréal-Nord, Île-Bizard–Sainte-Geneviève and Rivière-des-Prairies–Pointe-aux-Trembles.

Reducing Greenhouse Gas Emissions

In addition to the major efforts it is making in the fields of public transit and active transportation, the city will pursue those to reduce greenhouse gases. It plans to:

- Replace 500 cars with more efficient vehicles by 2011.
- Replace 106 6-cylinder light-duty trucks with 4-cylinder versions.
- Increase use of biodiesel and ethanol to fuel the city and the STM vehicles.
- Roll out an energy saving program for Montréal's nature museums that will require investments of $7.6 million by 2010.

Constantly Improving Cleanliness

In conjunction with the boroughs, Montréal has made significant improvements to the cleanliness of the metropolis's streets and public places. In 2008, the city once again earmarked additional appropriations to support the boroughs in their cleanliness efforts.

Cleanliness will remain a priority for the city in 2009. It will earmark $66.4 million for this task, including the additional budget of $10.4 million that will be paid to the boroughs for maintaining the cleanliness program. The following activities will be carried out:

- A proposed extension of the presence of clean-up crews in the field until late August.
- The city and boroughs will pursue their efforts to standardize regulations.
- A communications campaign will support these efforts and encourage residents to act more responsibly when it comes to cleanliness.

Developing the Large Parks

Substantial investments are set aside each year for developing the large parks. In 2008, these investments served, for example, to carry out substantial restructuring work at the Île-de-la-Visitation Park and to stabilize the riverbanks at Promenade-Bellerive and René-Lévesque parks. Mount Royal Park has also benefited from major improvements.

These efforts will continue in 2009 through investments of $6.7 million for such projects as:

- Renovating the La Fontaine Park pavilion.
- Creating an artificial turf soccer field at Jarry Park.
- Renovating the Brunet and Richer homes at the Cap-Saint-Jacques Nature Park.
- Repairing pathways at Promenade-Bellerive, Maisonneuve and La Fontaine parks.
- Finalizing bank stabilization efforts at Promenade-Bellerive Park and the Île-de-la-Visitation Nature Park.

Investments of $8 million at Mount Royal Park will also permit:

- Completing the restoration of the Mount Royal cross and surrounding facilities.
- Completing of the redesigned Peel entrance.
- Continuing work on the mountain belt way road.

Snow Removal Operations

Clearing snow off the city's road and sidewalks presents numerous challenges in terms of safety, smooth flow of pedestrian and automotive traffic and environmental protection.

In conjunction with the boroughs, a snow removal operation improvement plan has been established. This plan places the emphasis on pedestrian safety and on good access to public transit, to hospitals, schools and institutions. Snow removal enhancement measures will include:

- Clearing eight bus lanes on a priority basis after major snowfalls.
- Clearing 21 special areas (at all times) to increase the speed of public transit services.
- Creating six snow routes to permit the optimal flow of public transit and emergency vehicles and snow trucks throughout snow removal operations.
- Providing 5,000 free off-street parking spaces open from 6:00 p.m. to 7:00 a.m. during snow clearance operations.
- Creating and redeveloping snow dumps, with investments of $15 million earmarked for that effort over the next three years.

PRIORITY 7
FORGING CLOSER TIES BETWEEN THE CITY AND ALL OF ITS RESIDENTS

The city is increasing the numerous ways it can reach out to residents and facilitate their access to information and municipal services. Various initiatives of this kind have taken place in the past few years and others will be introduced in 2009.

Good Access to City Services

The city rolled out its 311, 24/7, telephone service in December 2007. This one number provides residents with quick and easy access to the city and its boroughs.

This telephone service complements the ACCÈS MONTRÉAL network, which provides telephone, Internet, mail and in-person for city departments and services and activities. An advertising campaign helped make residents more aware of this versatile service following the 311 launch. The city has responded to some 1,400,000 requests from residents (requests for general information and services, as well as complaints and feedback) since 2008.

To provide additional access to municipal information, the city will continue to constantly improve and upgrade the online database of municipal information. It will also seek user feedback on the services it offers to better understand resident needs and expectations, as part of an ongoing effort to improve responses to requests from residents.

The City's Web Portal: Always More Information

Montréal's Web site gives residents access to a full range of information and documents on municipal life. The site received at least 22 million visits in 2008, or 1.8 million per month. Montréal will continue to improve its Web portal in 2009 to offer additional information and ensure swifter and more user-friendly access its visitors.

The eCité Project: More Transactions than Ever!

With the e-Cité project, the city hopes to boost its capacity for online transactions on behalf of all Montrealers. Increased transaction capacity addresses growing resident expectations, with 10,000 monthly transactions conducted in 2008, up from 8,500 in 2007. In 2009, Montréal will activate a new Loisir en ligne (online recreation) site in 2009 to simplify registrations, subscriptions and reservations for sports and recreational activities.

Toward Universal Access

Every resident, whatever his or her abilities or challenges, should have access to city services, programs, communications and buildings. Montréal accordingly plans to pursue efforts aimed at improving universal access. The city will, for example, conduct renovations and maintenance on its buildings in line with this objective. Such work was performed on 40 buildings in 2008, including the Complexe sportif Claude-Robillard, the Maison de la culture Frontenac and the Édouard-Montpetit swimming pool.

Buildings targeted for 2009 include:

- The René-Masson arena.
- The Raymond-Préfontaine arena.
- The Saint-Donat arena.
- The Raymond-Bourque arena.
- The Rivière-des-Prairies library.
- The Côte-des-Neiges library and cultural centre.
- The Saint-Léonard library.
- The Rivière-des-Prairies aquatic centre.
- The Côte-des-Neiges community recreation centre.
- The Villeray community centre.
- The Plateau-Mont-Royal cultural centre.
- The Entrepôt performance hall.
- The Hochelaga indoor swimming pool.
- The Outremont theatre.

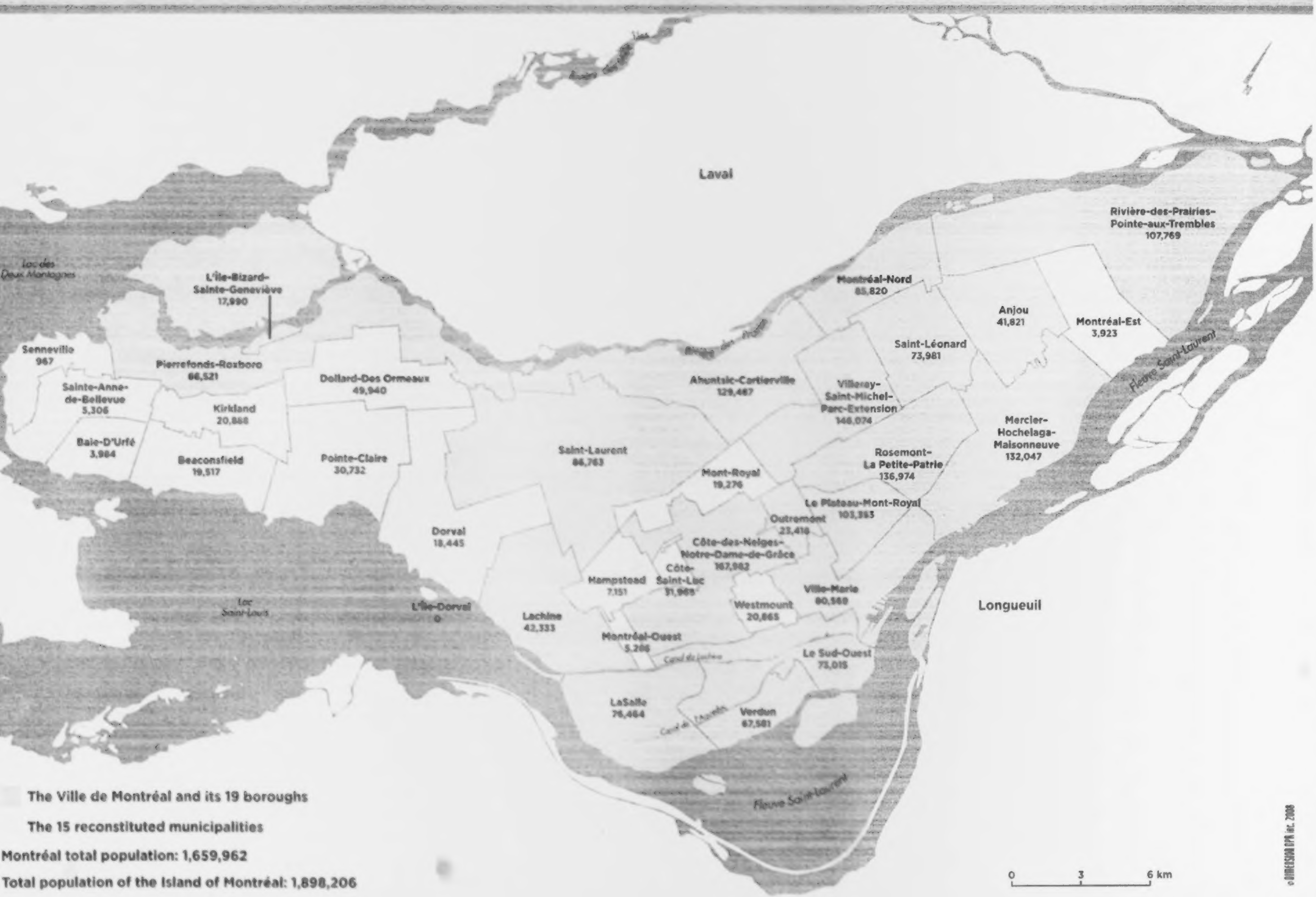
The 2009-2011 Three-Year Capital Works Program has earmarked an allowance of $6 million ($2 million per year) for work that has been agreed upon with the disability community to ensure universal access to buildings.

Montréal en action

2009 Montréal Profile

Montréal

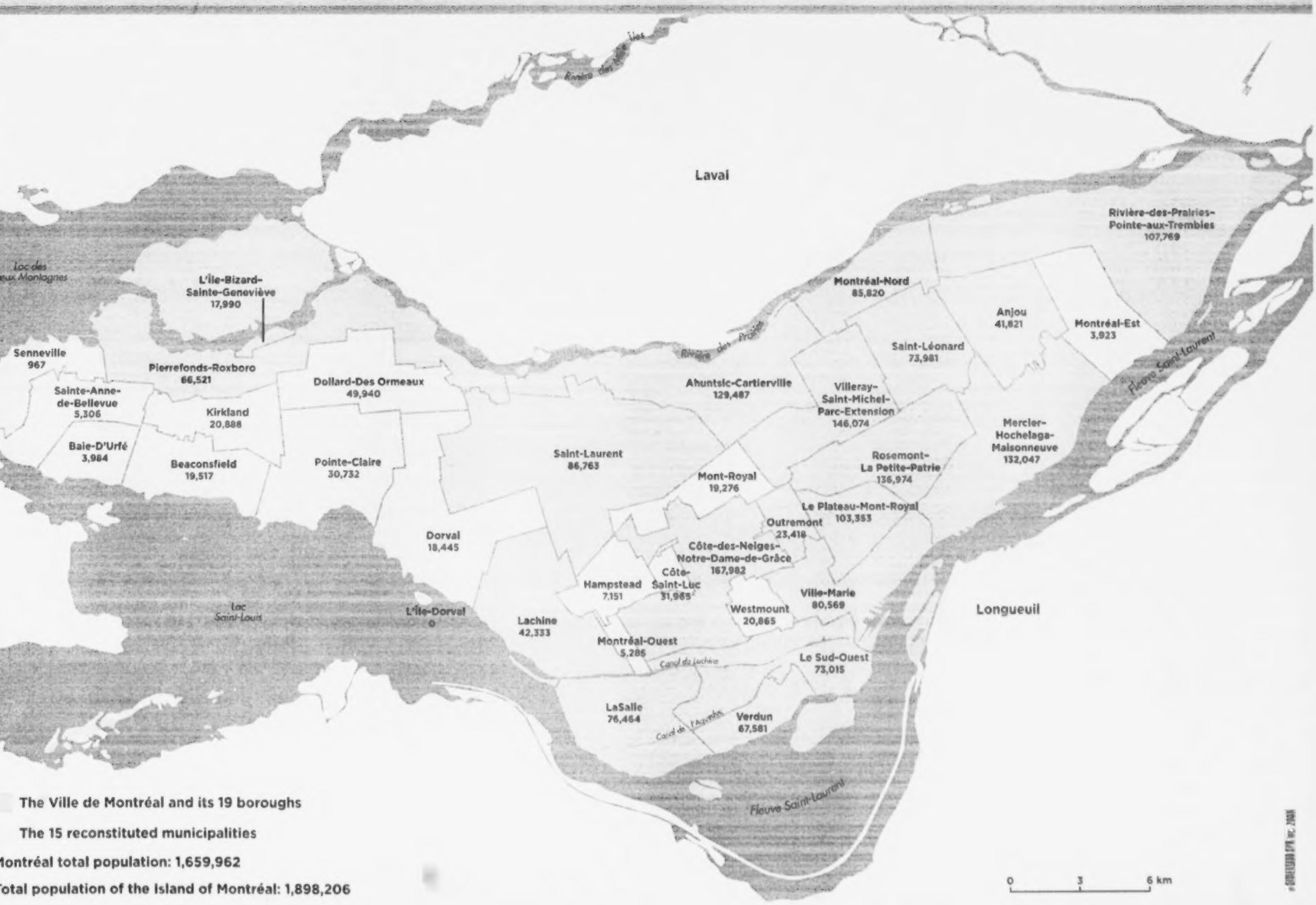
THE ISLAND OF MONTRÉAL and its population


Laval
Lac des Deux Montagnes
Rivière des Prairies
L'Île-Bizard-Sainte-Geneviève 17,990
Senneville 967
Pierrefonds-Roxboro 66,521
Sainte-Anne-de-Bellevue 5,306
Kirkland 20,868
Dollard-Des Ormeaux 49,940
Baie-D'Urfé 3,984
Beaconsfield 19,517
Pointe-Claire 30,732
Dorval 18,445
Lac Saint-Louis
L'Île-Dorval 0
Lachine 42,333
Saint-Laurent 86,763
Ahuntsic-Cartierville 129,487
Montréal-Nord 85,820
Saint-Léonard 73,981
Anjou 41,821
Montréal-Est 3,923
Rivière-des-Prairies-Pointe-aux-Trembles 107,769
Villeray-Saint-Michel-Parc-Extension 146,074
Rosemont-La Petite-Patrie 136,974
Mercier-Hochelaga-Maisonneuve 132,047
Mont-Royal 19,276
Le Plateau-Mont-Royal 103,383
Outremont 23,416
Côte-des-Neiges-Notre-Dame-de-Grâce 167,982
Hampstead 7,151
Côte-Saint-Luc 31,965
Westmount 20,865
Ville-Marie 80,560
Montréal-Ouest 5,206
Canal de Lachine
Le Sud-Ouest 73,015
LaSalle 76,464
Canal de l'Aqueduc
Verdun 67,581
Longueuil
Fleuve Saint-Laurent
Fleuve Saint-Laurent
The Ville de Montréal and its 19 boroughs
The 15 reconstituted municipalities
0
3
6 km
© DIMENSION DPR inc. 2008

Montréal total population: 1,659,962

Total population of the Island of Montréal: 1,898,206

THE ISLAND OF MONTRÉAL and its population


Rivière des Mille Îles
Laval
Lac des
eux Montagnes
L'Île-Bizard-
Sainte-Geneviève
17,990
Senneville
967
Pierrefonds-Roxboro
66,521
Sainte-Anne-
de-Bellevue
5,306
Kirkland
20,888
Dollard-Des Ormeaux
49,940
Baie-D'Urfé
3,984
Beaconsfield
19,517
Pointe-Claire
30,732
Saint-Laurent
86,763
Rivière des Prairies
Montréal-Nord
85,820
Ahuntsic-Cartierville
129,487
Villeray-
Saint-Michel-
Parc-Extension
146,074
Saint-Léonard
73,981
Anjou
41,821
Montréal-Est
3,923
Rivière-des-Prairies-
Pointe-aux-Trembles
107,769
Fleuve Saint-Laurent
Mercier-
Hochelaga-
Maisonneuve
132,047
Rosemont-
La Petite-Patrie
136,974
Mont-Royal
19,276
Le Plateau-Mont-Royal
103,353
Outremont
23,418
Côte-des-Neiges-
Notre-Dame-de-Grâce
167,982
Dorval
18,445
Hampstead
7,151
Côte-
Saint-Luc
31,965
Ville-Marie
80,569
Westmount
20,865
Lac
Saint-Louis
L'Île-Dorval
0
Lachine
42,333
Montréal-Ouest
5,285
Longueuil
Canal de Lachine
Le Sud-Ouest
73,015
LaSalle
76,464
Canal de l'Aqueduc
Verdun
67,581
Fleuve Saint-Laurent
0
3
6 km

▨ The Ville de Montréal and its 19 boroughs

☐ The 15 reconstituted municipalities

ontréal total population: 1,659,962

otal population of the Island of Montréal: 1,898,206

MONTRÉAL FACTS AND FIGURES

Island of Montréal	16 Municipalities	500 Square Kilometres

Population

- City: 1,659,962 inhabitants
- Island of Montréal: 1,898,206 inhabitants
- Greater Montréal: 3,636,000 inhabitants
- Metropolis ranking as the 16th most heavily populated region in North America.
- Metropolis with the 11th highest population growth of any North American region

Road and Pedestrian Infrastructure

- 5,600 km of roadways on the Island of Montréal
- 450 km of bike paths
- 17 bridges and tunnels provide access to the island
- 33 km of underground pedestrian corridors
- 700 municipally managed structures

Water System

- 1 waste water treatment station
- 7 drinking water production plants, including one in Dorval and another in Pointe-Claire
- Daily production of 2.8 million cubic metres of drinking water
- Daily treatment of 2.5 million cubic metres of waste water
- 12,000 km of primary and secondary water mains and sewage lines

Transit System

- 4 subway lines, with a total 71 km of tracks, serving 68 stations
- 192 bus lines, including 20 night lines
- 11 bus lanes covering 45.5 km

Environment

- Air quality: Montréal uses its network of 16 sampling stations to monitor air quality
- Six ecocentres
- Some 1,160 local parks
- 18 large parks
- Five major natural environments or nature parks

Health

- 90 healthcare institutions, including:
- 16 hospital centres
- 12 healthcare and social service centres
- 14 rehabilitation centres
- 41 residential and long-term care centres

Education

- Two French-language universities
- Two English-language universities
- Some 41,132 university graduates in 2007
- 6,585 master's and 1,012 doctoral degree recipients in 2007
- Numerous affiliated institutions, including: HEC Montréal, École polytechnique, École de technologie supérieure and École nationale d'administration publique

Tourism

- 14.5 million visitors
- 7.6 million tourists
- $2.6 billion in economic benefits
- 292 conferences and corporate meetings
- 289,654 conference participants

Culture

- 40 international events and festivals
- Presence of the Grande Bibliothèque (largest collection of documents in Québec)
- A network of 44 public libraries
- 34 museums
- More than 150 entertainment facilities

International Organisations

- 57 organizations
- 106 financial centres

Key Economic Sectors

Aerospace Industry

- Sales: $12 billion
- 235 businesses
- 42,400 jobs

Life Sciences

- Sales: $4 billion
- 480 businesses
- 150 research centres
- 41,000 jobs

Information Technologies

- Exports: $3.5 billion
- 5,000 businesses
- 130,000 jobs

Film and Television Industries

- Sales: $1.2 billion
- 500 production and distribution companies
- 35,000 jobs

Port of Montréal

- 26 million tonnes of freight
- Leader of the North American container market

Montréal-Trudeau Airport

- 12.4 million passengers
- 156,947 tonnes of freight
- 243,250 flights

Montréal: An Appealing City Famous for its Quality of Life

According to the study *Attractiveness Indicators 2008*, produced by *Montréal International*, Montréal ranks at the top of the list of major North American metropolises for its knowledge-based sector, beauty and quality of life.

Montréal ranks:

Number 1 for:

Per capita number of students, ahead of Denver and Boston

Competiveness of R&D firm operating costs

Resident safety (lowest homicide rate)

Number 2 for:

Quality of life

Health and hygiene

Number of international conferences

Number 3 for:

Hi-tech job growth

Number 4 for:

Overall growth of employment

Also according to *Attractiveness Indicators 2008*, Montréal is number one, among all major Canadian cities, for:

The number of university students

The number of foreign university students

The number of master's and doctoral degree recipients

Bi- and tri-lingualism rates

The number of research centres

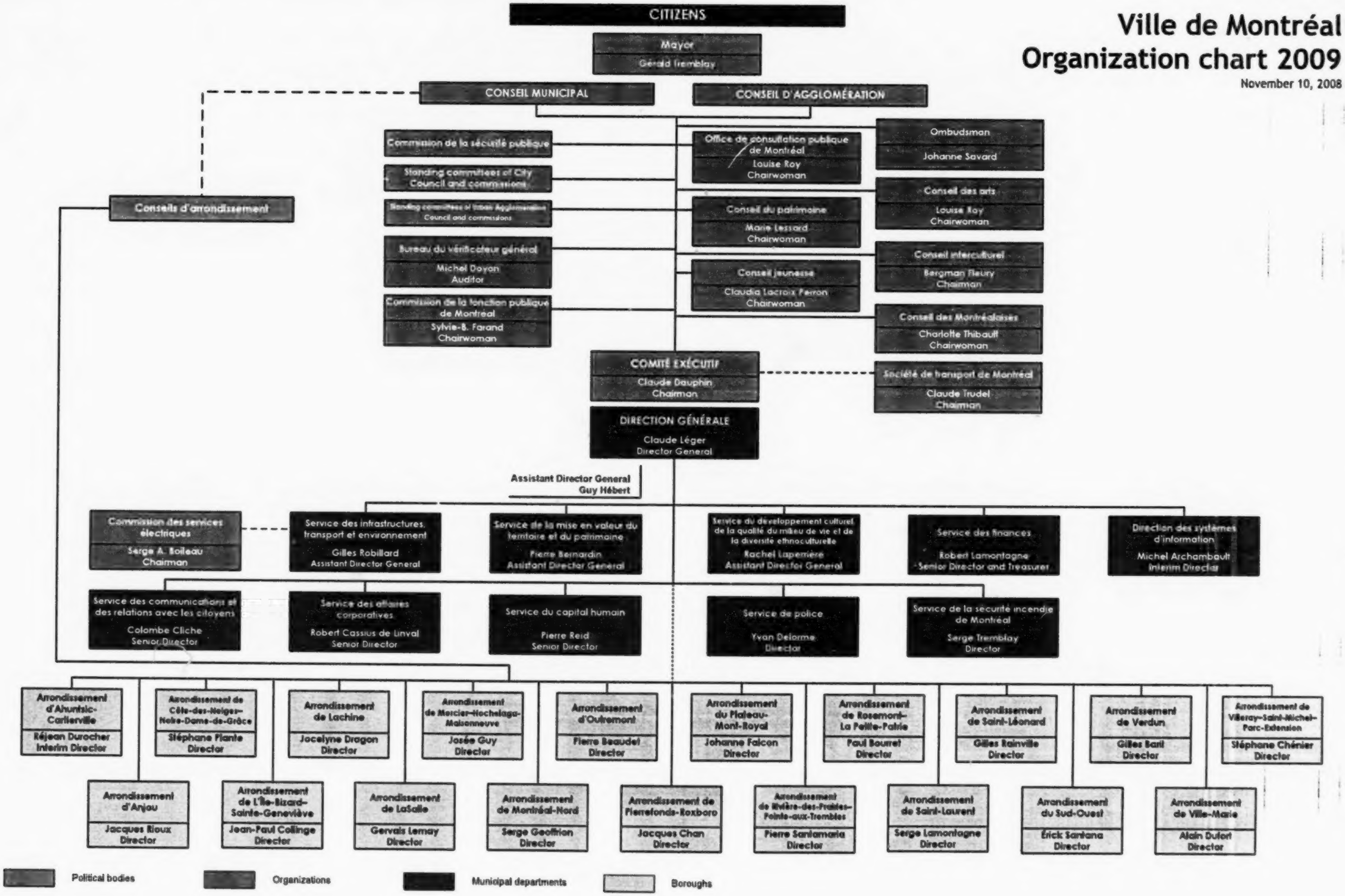
Funding earmarked for academic research and the number of university researchers

The lowest real estate prices and apartment rental costs

Venture capital investments

Ville de Montréal
Organization chart 2009

November 10, 2008



CITIZENS

Mayor
Gérald Tremblay

CONSEIL MUNICIPAL

CONSEIL D'AGGLOMÉRATION

Commission de la sécurité publique

Standing committees of City Council and commissions

Standing committees of Urban Agglomeration Council and commissions

Bureau du vérificateur général
Michel Doyon
Auditor

Commission de la fonction publique de Montréal
Sylvie-B. Farand
Chairwoman

Office de consultation publique de Montréal
Louise Roy
Chairwoman

Conseil du patrimoine
Marie Lessard
Chairwoman

Conseil jeunesse
Claudia Lacroix Perron
Chairwoman

Ombudsman
Johanne Savard

Conseil des arts
Louise Roy
Chairwoman

Conseil interculturel
Bergman Fleury
Chairman

Conseil des Montréalaises
Charlotte Thibault
Chairwoman

Conseils d'arrondissement

COMITÉ EXÉCUTIF
Claude Dauphin
Chairman

Société de transport de Montréal
Claude Trudel
Chairman

DIRECTION GÉNÉRALE
Claude Léger
Director General

Assistant Director General
Guy Hébert

Commission des services électriques
Serge A. Boileau
Chairman

Service des infrastructures, transport et environnement
Gilles Robillard
Assistant Director General

Service de la mise en valeur du territoire et du patrimoine
Pierre Bernardin
Assistant Director General

Service du développement culturel, de la qualité du milieu de vie et de la diversité ethnoculturelle
Rachel Laperrière
Assistant Director General

Service des finances
Robert Lamontagne
Senior Director and Treasurer

Direction des systèmes d'information
Michel Archambault
Interim Director

Service des communications et des relations avec les citoyens
Colombe Cliche
Senior Director

Service des affaires corporatives
Robert Cassius de Linval
Senior Director

Service du capital humain
Pierre Reid
Senior Director

Service de police
Yvan Delorme
Director

Service de la sécurité incendie de Montréal
Serge Tremblay
Director

Arrondissement d'Ahuntsic-Cartierville
Réjean Durocher
Interim Director

Arrondissement d'Anjou
Jacques Rioux
Director

Arrondissement de Côte-des-Neiges–Notre-Dame-de-Grâce
Stéphane Plante
Director

Arrondissement de L'Île-Bizard–Sainte-Geneviève
Jean-Paul Collinge
Director

Arrondissement de Lachine
Jocelyne Dragon
Director

Arrondissement de LaSalle
Gervais Lemay
Director

Arrondissement de Mercier–Hochelaga-Maisonneuve
Josée Guy
Director

Arrondissement de Montréal-Nord
Serge Geoffrion
Director

Arrondissement d'Outremont
Pierre Beaudet
Director

Arrondissement de Pierrefonds-Roxboro
Jacques Chan
Director

Arrondissement du Plateau-Mont-Royal
Johanne Falcon
Director

Arrondissement de Rivière-des-Prairies–Pointe-aux-Trembles
Pierre Santamaria
Director

Arrondissement de Rosemont–La Petite-Patrie
Paul Bourret
Director

Arrondissement de Saint-Laurent
Serge Lamontagne
Director

Arrondissement de Saint-Léonard
Gilles Rainville
Director

Arrondissement du Sud-Ouest
Érick Santana
Director

Arrondissement de Verdun
Gilles Baril
Director

Arrondissement de Ville-Marie
Alain Dufort
Director

Arrondissement de Villeray–Saint-Michel–Parc-Extension
Stéphane Chénier
Director

▨ Political bodies
▨ Organizations
■ Municipal departments
□ Boroughs

MEMBERS OF THE CITY COUNCIL

Gérald Tremblay, Mayor

- **Allmand, Warren**
  Côte-des-Neiges–Notre-Dame-de-Grâce
- **Applebaum, Michael**
  Côte-des-Neiges–Notre-Dame-de-Grâce
- **Barbe, Manon**
  LaSalle
- **Beaudoin, Marie-Andrée**
  Ahuntsic-Cartierville
- **Bélanger, Richard**
  L'Île-Bizard–Sainte-Geneviève
- **Bélisle, André**
  Rivière-des-Prairies–Pointe-aux-Trembles
- **Belleli, Hasmig**
  Ahuntsic-Cartierville
- **Bergeron, Richard**
  Le Plateau-Mont-Royal
- **Bernier-Genest, Carle**
  Rosemont–La Petite-Patrie
- **Bissonnet, Michel**
  Saint-Léonard
- **Bissonnet, Yvette**
  Saint-Léonard
- **Bittar, Patricia**
  Saint-Laurent
- **Blanchard, Laurent**
  Mercier–Hochelaga-Maisonneuve
- **Campbell, Jocelyn Ann**
  Ahuntsic-Cartierville
- **Cartier, Jean-Yves**
  Le Sud-Ouest
- **Cinq-Mars, Marie**
  Outremont
- **Cowell-Poitras, Jane**
  Lachine
- **Dauphin, Claude**
  Lachine
- **Demers, Laval**
  Saint-Laurent
- **Deros, Mary**
  Villeray–Saint-Michel–Parc-Extension
- **Deschamps, Richard**
  LaSalle
- **DeSousa, Alan**
  Saint-Laurent
- **Dompierre, Richer**
  Mercier–Hochelaga-Maisonneuve
- **Du Sault, Carole**
  Rosemont–La Petite-Patrie
- **Dubois, Christian G.**
  Pierrefonds-Roxboro
- **Eloyan, Noushig**
  Ahuntsic-Cartierville
- **Farinacci, Alvaro**
  LaSalle
- **Forcillo, Sammy**
  Ville-Marie
- **Fotopulos, Helen**
  Le Plateau-Mont-Royal
- **Gibeau, Jean-Marc**
  Montréal-Nord
- **Grondin, Gilles**
  Rosemont–La Petite-Patrie
- **Hamel, Line**
  Le Sud-Ouest
- **Hénault, Andrée**
  Anjou
- **Infantino, James V.**
  Montréal-Nord
- **Labonté, Benoit**
  Ville-Marie
- **Labrecque, Michel**
  Le Plateau-Mont-Royal
- **Lachance, Sylvain**
  Villeray–Saint-Michel–Parc-Extension
- **Lavallée, André**
  Rosemont–La Petite-Patrie
- **Maciocia, Cosmo**
  Rivière-des-Prairies–Pointe-aux-Trembles
- **Magri, Joe**
  Rivière-des-Prairies–Pointe-aux-Trembles
- **Marotte, Ginette**
  Verdun
- **Martinez, Soraya**
  Villeray–Saint-Michel–Parc-Extension
- **Miranda, Luis**
  Anjou
- **Montmorency, Nicolas**
  Rivière-des-Prairies–Pointe-aux-Trembles
- **Montpetit, Jacqueline**
  Le Sud-Ouest
- **Parent, Marcel**
  Montréal-Nord
- **Perri, Dominic**
  Saint-Léonard
- **Prescott, Michel**
  Le Plateau-Mont-Royal
- **Primeau, Gaëtan**
  Mercier–Hochelaga-Maisonneuve
- **Purcell, François**
  Rosemont–La Petite-Patrie
- **Rotrand, Marvin**
  Côte-des-Neiges–Notre-Dame-de-Grâce

- **Saint-Arnaud, Claire**
  Mercier–Hochelaga-Maisonneuve
- **Samson, Anie**
  Villeray–Saint-Michel–Parc-Extension
- **Senécal, Francine**
  Côte-des-Neiges–Notre-Dame-de-Grâce
- **Sévigny, Catherine**
  Ville-Marie
- **St-Onge, Jean-François**
  Ahuntsic-Cartierville
- **Tassé, Alain**
  Verdun
- **Thériault, Lyn**
  Mercier–Hochelaga-Maisonneuve
- **Tremblay, Marcel**
  Côte-des-Neiges–Notre-Dame-de-Grâce
- **Trudel, Claude**
  Verdun
- **Venneri, Frank**
  Villeray–Saint-Michel–Parc-Extension
- **Ward, Bertrand A.**
  Pierrefonds-Roxboro
- **Worth, Monique**
  Pierrefonds-Roxboro
- **Zajdel, Saulie**
  Côte-des-Neiges–Notre-Dame-de-Grâce

MEMBERS OF THE URBAN AGGLOMERATION COUNCIL

Mayor **Gérald Tremblay** has appointed the following elected officials to represent Montréal on the Urban Agglomeration Council:

- **Applebaum, Michael**
  Borough mayor
  Côte-des-Neiges–Notre-Dame-de-Grâce
- **Barbe, Manon**
  Borough mayor
  LaSalle
- **Beaudoin, Marie-Andrée**
  Borough mayor
  Ahuntsic-Cartierville
- **Dauphin, Claude**
  Borough mayor
  Lachine
- **DeSousa, Alan**
  Borough mayor
  Saint-Laurent
- **Forcillo, Sammy**
  City councillor
  Ville-Marie
- **Fotopulos, Helen**
  Borough mayor
  Le Plateau-Mont-Royal
- **Lavallée, André**
  Borough mayor
  Rosemont–La Petite-Patrie
- **Maciocia, Cosmo**
  Borough mayor
  Rivière-des-Prairies–Pointe-aux-Trembles
- **Miranda, Luis**
  Borough mayor
  Anjou
- **Montpetit, Jacqueline**
  Borough mayor
  Le Sud-Ouest
- **Samson, Anie**
  Borough mayor
  Villeray–Saint-Michel–Parc-Extension
- **Thériault, Lyn**
  Borough mayor
  Mercier–Hochelaga-Maisonneuve
- **Trudel, Claude**
  Borough mayor
  Verdun
- **Worth, Monique**
  Borough mayor
  Pierrefonds-Roxboro

The mayors of the reconstituted municipalities also sit on the Urban Agglomeration Council. Dollard-des-Ormeaux has an additional representative who is appointed by its mayor.

- **Benedetti, Bob**
  Mayor of Beaconsfield
- **Danyluk, Vera**
  Mayor of Mont-Royal
- **Housefather, Anthony**
  Mayor of Côte Saint-Luc
- **Janiszewski, Edward**
  Mayor of Dollard-des-Ormeaux
- **Labrosse, Yvon**
  Mayor of Montréal-Est
- **Marks, Karin**
  Mayor of Wesmount
- **McLeish, George**
  Mayor of Senneville
- **McMurchie, Bill**
  Mayor of Pointe-Claire
- **Meaney, John W.**
  Mayor of Kirkland
- **Rouleau, Edgar**
  Mayor of Dorval*
- **Steinberg, William**
  Mayor of Hampstead
- **Stuart, Campbell**
  Mayor of Montréal-Ouest
- **Tierney, Bill**
  Mayor of Sainte-Anne-de-Bellevue
- **Tutino, Maria**
  Mayor of Baie d'Urfé
- Representative of Dollard-des-Ormeaux :

  Brownstein, Herbert
  January 1 to May 31, 2009

  Bottausci, Alex
  June 1 to November 30, 2009

* The Mayor of Dorval also represents Île-Dorval.

MEMBERS OF THE BOROUGH COUNCILS

Gérald Tremblay, Mayor

Boroughs

Ahuntsic-Cartierville

- **Beaudoin, Marie-Andrée**
  Borough mayor
- **Belleli, Hasmig**
  City councillor
  District of Ahuntsic
- **Campbell, Jocelyn Ann**
  City councillor
  District of Saint-Sulpice
- **Eloyan, Noushig**
  City councillor
  District of Bordeaux-Cartierville
- **St-Onge, Jean-François**
  City councillor
  District of Sault-au-Récollet

Anjou

- **Miranda, Luis**
  Borough mayor
- **Beaudry, Gilles**
  Borough councillor
  District of l'Ouest
- **Hénault, Andrée**
  City councillor
- **Tondreau, Rémy**
  Borough councillor District of l'Est
- **Zammit, Michelle**
  Borough councillor
  District of Centre

Côte-des-Neiges–Notre-Dame-de-Grâce

- **Applebaum, Michael**
  Borough mayor
- **Allmand, Warren**
  City councillor
  District of Loyola
- **Rotrand, Marvin**
  City councillor
  District of Snowdon
- **Senécal, Francine**
  City councillor
  District of Côte-des-Neiges
- **Tremblay, Marcel**
  City councillor
  District of Notre-Dame-de-Grâce
- **Zajdel, Saulie**
  City councillor
  District of Darlington

Lachine

- **Dauphin, Claude**
  Borough mayor
- **Blanchet, Bernard**
  Borough councillor
  District of J.-Émery-Provost
- **Cloutier, Jean-François**
  Borough councillor
  District of Fort-Rolland
- **Cowell-Poitras, Jane**
  City councillor
- **Verge, Elizabeth**
  Borough councillor
  District of Canal

LaSalle

- **Barbe, Manon**
  Borough mayor
- **Blackhurst, Ross**
  Borough councillor (seat 1)
  District of Sault-Saint-Louis
- **Cesari, Vincenzo**
  Borough councillor (seat 1)
  District of Cecil-P.-Newman
- **Deschamps, Richard**
  City councillor
  District of Sault-Saint-Louis
- **Farinacci, Alvaro**
  City councillor
  District of Cecil-P.-Newman
- **Palestini, Laura**
  Borough councillor
  (seat 2)
  District of Sault-Saint-Louis
- **Vacant**
  Borough councillor
  (seat 2)
  District of Cecil-P.-Newman

Le Plateau-Mont-Royal

- **Fotopulos, Helen**
  Borough mayor
- **Bergeron, Richard**
  City councillor
  District of DeLorimier
- **Dos Santos, Isabel**
  Borough councillor
  District of Jeanne-Mance
- **Duplessis, Josée**
  Borough councillor
  District of DeLorimier
- **Fakotakis-Kolaitis, Eleni**
  Borough councillor
  District of Mile End
- **Labrecque, Michel**
  City councillor
  District of Mile End
- **Prescott, Michel**
  City councillor
  District of Jeanne-Mance

Le Sud-Ouest

- **Montpetit, Jacqueline**
  Borough mayor

- **Bossy, Ronald**
  Borough councillor
  District of Saint-Paul–Émard

- **Cartier, Jean-Yves**
  City councillor
  District of Saint-Paul–Émard

- **Fréchette, Pierre E.**
  Borough councillor
  District of Saint-Henri–Petite-Bourgogne–Pointe-Saint-Charles

- **Hamel, Line**
  City councillor
  District of Saint-Henri–Petite-Bourgogne–Pointe-Saint-Charles

L'Île-Bizard–Sainte-Geneviève

- **Bélanger, Richard**
  Borough mayor

- **Gibb, Diane**
  Borough councillor
  District of Pierre-Foretier

- **Little, Christopher**
  Borough councillor
  District of Denis-Benjamin-Viger

- **Robert, François**
  Borough councillor
  District of Jacques-Bizard

- **Voisard, Philippe**
  Borough councillor
  District of Sainte-Geneviève

Mercier–Hochelaga-Maisonneuve

- **Thériault, Lyn**
  Borough mayor

- **Blanchard, Laurent**
  City councillor
  District of Hochelaga

- **Dompierre, Richer**
  City councillor
  District of Louis-Riel

- **Primeau, Gaëtan**
  City councillor
  District of Tétreaultville

- **Saint-Arnaud, Claire**
  City councillor
  District of Maisonneuve–Longue-Pointe

Montréal-Nord

- **Parent, Marcel**
  Borough mayor

- **Fortin, Normand**
  Borough councillor
  District of Ovide-Clermont

- **Gibeau, Jean-Marc**
  City councillor
  District of Ovide-Clermont

- **Infantino, James V.**
  City councillor
  District of Marie-Clarac

- **Teti-Tomassi, Clementina**
  Borough councillor
  District of Marie-Clarac

Outremont

- **Cinq-Mars, Marie**
  Borough mayor

- **Moffatt, Louis**
  Borough councillor
  District of Claude-Ryan

- **Nunes, Ana**
  Borough councillor
  District of Jeanne-Sauvé

- **Piquette, Claude B.**
  Borough councillor
  District of Joseph-Beaubien

- **Potvin, Marie**
  Borough councillor
  District of Robert-Bourassa

Pierrefonds-Roxboro

- **Worth, Monique**
  Borough mayor

- **Clément-Talbot, Catherine**
  Borough councillor
  District of l'Ouest

- **Dubois, Christian G.**
  City councillor
  District of l'Est

- **Trottier, Roger**
  Borough councillor
  District of l'Est

- **Ward, Bertrand A.**
  City councillor
  District of l'Ouest

Rivière-des-Prairies–Pointe-aux-Trembles

- **Maciocia, Cosmo**
  Borough mayor

- **Bélisle, André**
  City councillor
  District of Pointe-aux-Trembles

- **Calderone, Maria**
  Borough councillor
  District of Rivière-des-Prairies

- **Décarie, Suzanne**
  Borough councillor
  District of Pointe-aux-Trembles

- **Di Pietro, Joseph**
  Borough councillor
  District of La Pointe-aux-Prairies

- **Magri, Joe**
  City councillor
  District of Rivière-des-Prairies

- **Montmorency, Nicolas**
  City councillor
  District of La Pointe-aux-Prairies

Rosemont–La Petite-Patrie

- **Lavallée, André**
  Borough mayor

- **Bernier-Genest, Carle**
  City councillor
  District of Marie-Victorin

- **Du Sault, Carole**
  City councillor
  District of Étienne-Desmarteau

- **Grondin, Gilles**
  City councillor
  District of Vieux-Rosemont
- **Purcell, François**
  City councillor
  District of Saint-Édouard

Saint-Laurent

- **DeSousa, Alan**
  Borough mayor
- **Biron, Michèle D.**
  Borough councillor
  District of Norman-McLaren
- **Bittar, Patricia**
  City councillor
  District of Norman-McLaren
- **Cohen, Maurice**
  Borough councillor
  District of Côte-de-Liesse
- **Demers, Laval**
  City councillor
  District of Côte-de-Liesse

Saint-Léonard

- **Bissonnet, Michel**
  Borough mayor
- **Battista, Mario**
  Borough councillor
  District of Saint-Léonard-Ouest
- **Bissonnet, Yvette**
  City councillor
  District of Saint-Léonard-Est
- **Perri, Dominic**
  City councillor
  District of Saint-Léonard-Ouest
- **Zambito, Robert L.**
  Borough councillor
  District of Saint-Léonard-Est

Verdun

- **Trudel, Claude**
  Borough mayor
- **Beaupré, Paul**
  Borough councillor (seat 1)
  District of Champlain–L'Île-des-Soeurs
- **Lavigueur Thériault, Josée**
  Borough councillor (seat 1)
  District of Desmarchais-Crawford
- **Marotte, Ginette**
  City councillor
  District of Champlain–L'Île-des-Soeurs
- **Savard, André**
  Borough councillor (seat 2)
  District of Desmarchais-Crawford
- **Tassé, Alain**
  City councillor
  District of Desmarchais-Crawford
- **Touchette, Marc**
  Borough councillor (seat 2)
  District of Champlain–L'Île-des-Soeurs

Ville-Marie

- **Labonté, Benoit**
  Borough mayor
- **Boulos, Karim**
  Borough councillor
  District of Peter-McGill
- **Forcillo, Sammy**
  City councillor
  District of Sainte-Marie–Saint-Jacques
- **Mainville, Pierre**
  Borough councillor
  District of Sainte-Marie–Saint-Jacques
- **Sévigny, Catherine**
  City councillor
  District of Peter-McGill

Villeray–Saint-Michel–Parc-Extension

- **Samson, Anie**
  Borough mayor
- **Deros, Mary**
  City councillor
  District of Parc-Extension
- **Lachance, Sylvain**
  City councillor
  District of Villeray
- **Martinez, Soraya**
  City councillor
  District of Saint-Michel
- **Venneri, Frank**
  City councillor
  District of François-Perrault

In conformity with the act on the exercice of certain municipal powers, some boroughs are divided into electoral districts. In these cases, the district name is indicated below that of the councillor.

City councillors sit on the city council as well as on a borough council. Borough councillors only sit on a borough council.

The executive committee

Gérald Tremblay
Mayor

Claude Dauphin
Chairman

Sammy Forcillo, FCA
Vice-Chairman

Marie-Andrée Beaudoin
Member of the executive committee

Alan DeSousa, FCA
Member of the executive committee

Helen Fotopulos
Member of the executive committee

André Lavallée
Member of the executive committee

Cosmo Maciocia
Member of the executive committee

Marcel Tremblay
Member of the executive committee

Councillors and Associate Councillors

Manon Barbe
Richard Bélanger
Carle Bernier-Genest
Jane Cowell-Poitras
Mary Deros
Richard Deschamps
Catherine Sévigny
Frank Venneri

STANDING COMMITTEES OF THE CITY COUNCIL

COMMISSION DE LA PRÉSIDENCE DU CONSEIL

Chair
Marcel Parent

Vice Chairs
Marvin Rotrand
Claire Saint-Arnaud

Members
Warren Allmand
Jocelyn Ann Campbell
Anie Samson
Marcel Tremblay
Claude Trudel

COMMISSION SUR LE DÉVELOPPEMENT CULTUREL ET LA QUALITÉ DU MILIEU DE VIE

Chair
Marie Cinq-Mars

Vice Chair
Michèle D. Biron

Members
Karim Boulos
Vincenzo Cesari
Isabel Dos Santos
Carole Du Sault
Eleni Fakotakis-Kolaitis
Catherine Sévigny

COMMISSION SUR LES FINANCES, LES SERVICES ADMINISTRATIFS ET LE CAPITAL HUMAIN

Chair
Bertrand A. Ward

Vice Chair
Claude B. Piquette

Members
Laval Demers
Josée Duplessis
Jean-Marc Gibeau
Line Hamel
François Purcell
Alain Tassé

COMMISSION SUR LA MISE EN VALEUR DU TERRITOIRE, L'AMÉNAGEMENT URBAIN ET LE TRANSPORT COLLECTIF

Chair
Manon Barbe

Vice Chair
Noushig Eloyan

Members
Richard Bergeron
Christian G. Dubois
Pierre Mainville
Ginette Marotte
Marie Potvin
Robert L. Zambito

COMMISSION SUR LE TRANSPORT, LA GESTION DES INFRASTRUCTURES ET L'ENVIRONNEMENT

Chair
Dominic Perri

Vice Chair
Josée Duplessis

Members
Joseph Di Pietro
Pierre E. Fréchette
Soraya Martinez
Gaëtan Primeau
André Savard
Marc Touchette

COMMISSION SUR LES SERVICES AUX CITOYENS

Chair
Jean-François St-Onge

Vice Chair
François Purcell

Members
Ross Blackhurst
Maurice Cohen
Suzanne Décarie
Sylvain Lachance
Clementina Teti-Tomassi
Frank Venneri

STANDING COMMITTEES OF THE URBAN AGGLOMERATION COUNCIL

COMMISSION SUR LES FINANCES ET L'ADMINISTRATION

Chair
Alan DeSousa

Vice Chair
Edward Janiszewski

Members
Noushig Eloyan
James V. Infantino
Luis Miranda
Maria Tutino
Bertrand A. Ward

COMMISSION SUR L'ENVIRONNEMENT, LE TRANSPORT ET LES INFRASTRUCTURES

Chair
Michael Applebaum

Vice Chair
Edgar Rouleau

Members
Jean-François Cloutier
Sylvain Lachance
Ginette Marotte
Campbell Stuart
Lyn Thériault

COMMISSION SUR LE DÉVELOPPEMENT ÉCONOMIQUE

Chair
Richard Deschamps

Vice Chair
Bill Tierney

Members
Laurent Blanchard
Gilles Grondin
George McLeish
Alain Tassé
Frank Venneri

COMMISSION SUR LES GRANDS ÉQUIPEMENTS ET LES ACTIVITÉS D'INTÉRÊT D'AGGLOMÉRATION

Chair
Mary Deros

Vice Chair
Bob Benedetti

Members
Jocelyn Ann Campbell
Jean-Yves Cartier
Alvaro Farinacci
Bonnie Feugenbaum
Sammy Forcillo

COMMISSION DE LA SÉCURITÉ PUBLIQUE

Chair
Claude Dauphin

Vice Chair
Vera Danyluk
Claire Saint-Arnaud

Members
Patricia Bittar
Jean-Marc Gibeau
Gilles Grondin
Anthony Housefather
Marc Touchette
Samir Rizkalla (representative of the Québec government)

THE ECONOMIC SITUATION [1]

- According to the Conference Board of Canada's forecasts in September 2008, Greater Montréal's economy should grow 1.7% in 2008. This performance is 0.7% lower than the Board's 2.4% prediction in early 2007. New forecasts awaited in late November 2008 should also confirm a decline in indicators due to the international financial crisis.
- Certain labour market indicators should post record results in 2008. The number of jobs should reach historic highs, based on results for the first eight months of the year. A total of 955,600 jobs were recorded in August, or 5,600 more than in 2007. If the trend continues, this would be the 12th year in a row marked by job gains. The employment rate also hit an unprecedented peak of 60%, a sign that Montréal's economy is holding up well.
- Capital investments surged 7.6% in 2007. With expenditures of some $12 billion, 2007 was the second biggest year for capital investment since the start of the decade, with investors taking particular advantage of a strong dollar to replace equipment. Of that amount, $3.6 billion came from the public sector, up 17% over 2006. The private sector, for its part, injected more than $8.4 billion, a 4% increase over 2006.
- Building permit performance in 2008 could be better than the past decade's average. Somewhat more than $2 billion in permits may be issued for all types of construction. The residential and commercial sectors should particularly support this good performance.
- The vacancy rate remained relatively flat in 2007, posting 3.1% in the fall at the time of the CMHC survey, compared with 3.0% in 2006. However, this is the sixth consecutive rise since 2001, when the tight housing situation had reached a critical point.
- The urban agglomeration's population was estimated at 1.9 million inhabitants in 2007, down 0.1% from 2006. The number of island residents has remained stable for the past five years. There was a sharp rise, however, in the number of births for 2007. A total of 21,800 children were born on the Island of Montréal, the largest number since 1997.
- The Port of Montréal posted the best performance in its history in 2007, when it handled 3.6% more merchandise than in the previous year. Such momentum should continue in 2008, since the quantity of goods handled in the first six months of the year was 7% higher than during the same period in 2007.
- Pierre-Elliott-Trudeau International Airport enjoyed its fourth record year in a row, handling 12.4 million passengers, up 8.8% over 2006. With passenger traffic, from January to July, 2% higher than results for the same period in 2007, 2008 may represent another record period.
- Montréal's tourist industry has maintained its stride, posting its fifth year of growth in a row. Tourisme Montréal estimates that some 7.8 million tourists visited Montréal in 2007, or 1.7% more than in 2006. These visitors spent $2.4 billion, up 1.8% from 2006. Hotels rented more than 3.7 million rooms, or 2% more than the previous year and the best result on record since 2000.

---

[1] This review of the economic situation is based on the latest data available at the time this document was produced (September 25, 2008). This report only provides a summary of the Montréal urban agglomeration's economic situation. The full document appears in the *Cahier d'information complémentaire 2008*, which readers may download at ville.montréal.qc.ca/**finances**.

Table 1
Key Indicators for the Montréal Urban Agglomeration

	2007	2006	Variation 2006 - 2007[1]	2008 Trends
Economy			%	
Gross domestic product at base price (in millions of 2002 dollars)[2]	123,187	120,207	2.5	↗
Gross domestic product per inhabitant (in $)[2]	33,330	32,763	1.7	↗
Labour market				
Jobs per sector (in thousands)	950.0	940.2	1.0	↗
Full-time employment (in thousands)	759.2	753.2	0.8	↗
Part-time employment (in thousands)	190.8	186.9	2.1	↘
Number of establishments	61,020	59,897	1.9	↗
Employment rate (percentage)	59.7	59.4	+0.3% point	↗
Activity rate (percentage)	65.2	66.0	-0.8% point	↗
Unemployment rate (percentage)	8.5	10.1	-1.6% point	—
Welfare recipients (number)	58,449	60,448	-3.3	↘
Capital expenditure				
Capital expenditure investments (in billions of dollars)	12,083	11,234	7.6	n/a
Private sector investments	8,440	8,119	4.0	n/a
Public sector investments	3,643	3,115	17.0	n/a
Building permit value - non-residential (in billions of dollars)	1,176	1,056	11.4	↘
Commercial	602	589	2.2	↗
Industrial	163	140	16.4	↘
Institutional	411	326	26.1	↘
Vacancy rate of industrial premises - center sector (percentage)	7.7	5.2	+2.5% point	↗
Vacancy rate of office premises downtown (percentage)	6.9	10.1	-3.2% point	↘
Housing				
Housing strarts (number)	6,898	6,955	-0.8	↗
Building permit values - residential sector (in billions of dollars)	1,025	1,095	-6.4	↗
Home sales (number)	16,984	15,012	13.1	↘
Average selling price of a condominium (in dollars)	241,000	228,773	5.3	↗
Vancancy rate - residential (percentage)	3.1	3.0	+0.1% point	n/a
Capital expenditures in the housing sector (in billions of dollars)	2,437	2,421	0.7	n/a
Knowledge				
Patents (number)*	561	586	-4.3	n/a
University research (grants in millions of dollars)**	971,963	967,418	0.5	n/a
University students (number)*	165,976	165,955	0.0	n/a
University diplomas (number)*	40,844	41,433	-1.4	n/a
Demographics				
Population (number of persons)	1,872,000	1,874,000	-0.1	n/a
Migration balance (number of persons)	-5,371	-3,057	--	n/a
international immigration (number of new immigrants)	32,596	30,344	7.4	n/a
Transportation and tourism				
Freight traffic at the Port de Montréal (millions of tonnes)	26.0	25.1	3.6	↗
Cruise companies hosted by the Port de Montréal (number)	34,809	40,565	-14.2	n/a
Passengers travelling through Montréal's airports (in millions)	12.4	11.4	8.8	↗
Tourists (in thousands)	7,757	7,631	1.7	↘
Tourist spendings for a stay of at least 24 hours (in billions of dollars)	2,425	2,382	1.8	↗
Hotel occupancy rate (percentage)	67.4	68.0	-0.6% point	n/a
Hotel room occupancy (number of rooms in thousands)	3,730	3,657	2.0	n/a

[1] Unless otherwise indicated

[2] Montréal CMA

* 2006 vs 2005; **2005 vs 2004

Outlook for the Metropolitan Region: A Turbulent Period in Sight

The Conference Board's outlook remains positive, clearly attesting to the vitality of Montréal's economy. We must be realistic, however, because the shockwaves generated by the international financial crisis, as well as its duration and its depth, will also have an impact on Montréal. The Board's updated forecast scheduled for late November 2008 will shed more light on the matter.

Table 2
Key Indicators: Conference Board of Canada Forecast, Montréal CMA, 2008 to 2012

Keys indicators: Projections[1] by the Conference Board, 2008 to 2012
Montréal CMA

	Projected growth rate (%)				
	2008	2009	2010	2011	2012
GDP	↗ 1.7	↗ 2.4	↗ 2.9	↗ 2.9	↗ 2.8
Population	↗ 0.7	↗ 0.8	↗ 0.9	↗ 0.9	↗ 0.9
GDP per inhabitant	↗ 0.9	↗ 1.6	↗ 2.0	↗ 2.0	↗ 1.9
Number of jobs	↗ 0.1	↗ 0.8	↗ 1.0	↗ 1.3	↗ 1.5
Unemployment rate	↗ 7.5	↘ 7.3	↘ 7.1	↔ 7.1	↘ 7.0
Disposable income per inhabitant	↗ 3.9	↗ 2.2	↗ 3.1	↗ 3.4	↗ 3.6
Construction starts	↗ 4.7	↘ -18.1	↘ -8.0	↘ -4.9	↘ -4.0
Retail sales	↗ 4.7	↗ 5.3	↗ 5.3	↗ 5.3	↗ 5.2

[1] September 2008 Forecast

Key Conference Board of Canada Predictions

- The somewhat disappointing results of the just completed first two quarters suggest there will be 1.7% growth in the economy for 2008 as a whole, in contrast with the 2.4% that had been expected based on the Conference Board's February forecasts. An expected decline in the Canadian dollar could, however, help stimulate the economy in 2009.
- The Conference Board forecasted that Greater Montréal's population would be 3,723,000 in 2008, up 0.7% over 2007. This assumption is based on a 1.9% drop in immigration and higher losses in interprovincial and interregional migration in 2008. The Board also predicted a decline in annual births. The situation should remain relatively stable throughout the 2009-2012 period.
- The per capita GDP grew 0.9%. Weak population growth tends to dampen development of this indicator.
- The job market will feel the after-effects of 2008's economic turbulence. Barely 2,000 new jobs may be created, or a very slight 0.1% increase. We should recall that 46,000 jobs were created in the Montréal metropolitan region in 2007. A gradual recovery is, however, expected in 2009. It should continue until 2012, but at a slower pace than that recorded in 2007.
- The turndown in the job market could cause the unemployment rate to jump to 7.5% in 2008. Better economic conditions in 2009 should, however, restore the rate to levels comparable to those recorded in 2007.
- At a time in which the economy's performance is less than had been expected, the Conference Board's specialists predicted that the disposable income of Montréal residents should still climb 3.9% in 2008. The Board said that lost manufacturing jobs are often replaced by better paid employment. Application of the *Pay Equity Act* (which will continue through the end of 2008) will also help push up income.
- Residential construction continues to fool the experts. At the time of early forecasts issued in February 2008, the Conference Board estimated there would be 19,500 housing starts in 2008, or about 16% down from the year before. However, these predictions have been revised based on the sector's strength in the first two quarters. The year could thus end up with 24,300 new units, or 4.7% more than the 23,200 built in 2007.
- The economic turbulence does not seem to have had a marked impact on consumption. The Conference Board predicted that retail sales would be 4.7% higher in 2007. Price hikes for different consumer products, such as food and fuels, will have contributed to maintaining this growth.

Montréal
en action

2009 Budget

Montréal

INTRODUCTION

INTRODUCTION

Financing Urban Agglomeration Activities

Montréal's municipal organization has undergone deep changes since January 1, 2006. In accordance with *An Act respecting the exercise of certain municipal powers in certain urban agglomerations*, the Ville de Montréal's administrative authority has been divided into certain powers held by the urban agglomeration and others by local authorities. In its role as the "central city," the Ville de Montréal continues to provide services and to administer shared facilities for all Island of Montréal residents, both within the central city itself and within the 15 reconstituted municipalities. All Island of Montréal taxpayers will pay taxes to the urban agglomeration for the 2006 to 2008 periods to cover shared services falling under the Urban Agglomeration Council.

On June 20, 2008, the adoption of *An Act to amend various legislative provisions concerning Montréal* (S.Q. 2008, c.19, Bill 22) also resulted in major changes to how activities are financed throughout the urban agglomeration. These changes are of two types.

The Act transforms certain urban agglomeration responsibilities into local ones. Readers who wish to learn more about this power sharing arrangement should read Appendix 2 of this document.

The Act also stipulates that most urban agglomeration activities shall be funded through a new "aliquot share" (or co-payment) system beginning in 2009. In other words, rather than levy direct taxes on Island of Montréal residents, the Urban Agglomeration Council will now share the cost of exercising its authority with the related municipalities. The related municipalities can then draw on their aliquot shares to make their payments, in accordance with their fiscal directions.

Funding for most of the urban agglomeration's cost of exercising its authority is shared among the related municipalities in proportion to their respective fiscal capacities, which is calculated according to rules established by the ministère des Affaires municipales et des Régions.

Harmonized Presentation of Municipal Financial Information

Presentation of the 2009 Budget has been adjusted in line with rules of the ministère des Affaires municipales et des Régions for presenting municipal information according to standards of the Public Sector Accounting Board (PSAB).

PRESENTATION OF THE BUDGET

Under *An Act respecting the exercise of certain municipal powers in certain urban agglomerations*, Montréal is the central city of the agglomeration. This means that Montréal is responsible for the management of:

- Services falling under **urban agglomeration authority** for the Island of Montréal's 16 related municipalities (the 15 reconstituted cities and the Ville de Montréal, which is itself divided into 19 boroughs).
- Services falling under **local responsibility** within the Ville de Montréal ("residual city"), which is divided into 19 boroughs.

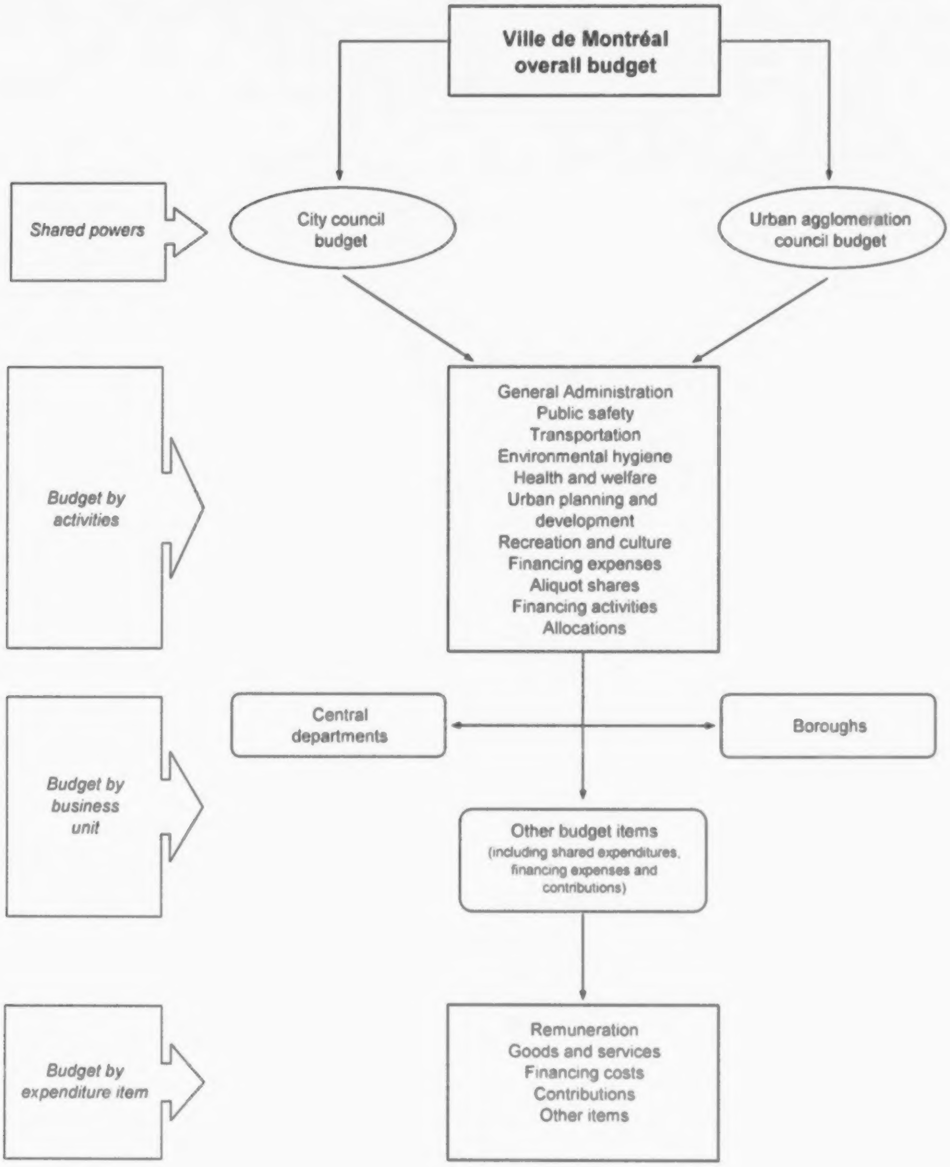
As the residual city, Montréal has prepared a single budget. The financial information contained in this document is presented in accordance with the new governance structure, which requires the budget to be broken down by **area of authority** (in terms of the decision-making bodies holding such authority).

More specifically, the budget has been divided into three major sections, each of which has a number of subdivisions:

1. **The Overall Budget:** This budget comprises funding relating to urban agglomeration and local city areas of responsibility. It:
    - Is presented by financial activity, pursuant to the *Manuel de la présentation de l'information financière municipale* of the ministère des Affaires municipales et des Régions (MAMR).
    - Is presented by the city's Organizational Structure (by departmental and borough budget), as well as by other budget items, which include shared expenses, funding costs and contributions.
    - Is presented by expenditure by item, pursuant to the *Manuel de la présentation de l'information financière municipale* of the ministère des Affaires municipales et des Régions (MAMR.
    - Provides a Summary of the 2009-2011 Three-Year Capital Works Program.
2. **The City Council Budget:** This is the budget adopted by Montréal's City Council for exercising local powers within the city and includes budgets allocated to the borough councils for exercising their respective areas of authority. It:
    - Is presented by financial activity, pursuant to MAMR's *Manuel de la présentation de l'information financière municipale*.
    - Also presents the 2009-2011 Three-Year Capital Works Program.
3. **The Urban Agglomeration Council Budget:** this budget is adopted by the Urban Agglomeration Council so that it may exercise its authority throughout the island. This budget:
    - Is presented by financial activity, pursuant to the MAMR *Manuel de la présentation de l'information financière municipale*.
    - Also presents the 2009-2011 Three-Year Capital Works Program.

Figure 1 illustrates the presentation of Montréal's 2009 Budget.

Figure 1
Presentation of the City Budget


Ville de Montréal overall budget
Shared powers
City council budget
Urban agglomeration council budget
Budget by activities
General Administration
Public safety
Transportation
Environmental hygiene
Health and welfare
Urban planning and development
Recreation and culture
Financing expenses
Aliquot shares
Financing activities
Allocations
Budget by business unit
Central departments
Boroughs
Other budget items (including shared expenditures, financing expenses and contributions)
Budget by expenditure item
Remuneration
Goods and services
Financing costs
Contributions
Other items

Allocation of the Global Budget

The Global Budget is distributed among the City Council and the Urban Agglomeration Council Budgets based on each of their respective areas of responsibility, pursuant to the following legislative provisions:

- *An Act respecting Exercise of certain municipal powers in certain urban agglomerations.*
- *Order of the Government of Québec concerning the Montréal Urban Agglomeration (1229-2005, December 8, 2005)* and its amendments.
- *An Act to amend various legislative provisions concerning Montréal.*

Some of the Ville de Montréal's expenditures for exercising the urban agglomeration's authorities in its role as the central city must be charged to the Urban Agglomeration Council's budget. Administrative expenditures for exercising urban agglomeration authorities must also be charged to the Urban Agglomeration Council's budget.

Certain expenditures have mixed functions and fall under the authority of both the Urban Agglomeration Council and the City Council. These expenditures pertain to general administration activities (finance and human resources) that are paid out of the Urban Agglomeration Council Budget at an administration expenditures rate and to general administration activities (transportation, recreation, culture, etc.) that are calculated according to the type of activity or project concerned and apportioned on the basis of various criteria. All mixed expenditures are distributed in accordance with the mixed expenditure sharing by law adopted by the Urban Agglomeration Council.

Appendix 2 contains a section providing further information on how expenditures are divided among the Urban Agglomeration Council and City Council budgets.

OVERALL BUDGET

BUDGET BY ACTIVITY

KEY FACTORS EMPLOYED IN FORMULATING THE 2009 BUDGET

The need to continue providing Montréal residents with excellent services, while respecting their ability to pay, were central to the concerns guiding preparation of the 2009 Budget.

Furthermore, principles of sound management of public funds, consideration of policies with a budgetary impact and the city administration's desire to keep the growth in expenditures to a minimum, while pursuing streamlining efforts to meet targeted workforce reduction goals, also directed the manner in which the 2009 Budget was prepared, with respect to revenues, expenditures and allocations for both the City Council and Urban Agglomeration Council budgets.

The adoption on June 20, 2008 of *An Act to amend various legislative provisions concerning Montréal* (S.Q. 2008, c.19. Bill 22) resulted in major changes in how activities are financed throughout the urban agglomeration. These changes are of two types. On the one hand, the Act transforms certain urban agglomeration responsibilities into local ones. On the other, it stipulates that most urban agglomeration activities shall be funded through a new "aliquot share" (or co-payment) system beginning in 2009. The Act also recognizes that Montréal is the "metropolis of Québec and one of Québec's key actors in economic development."

Revenue-Related Factors

Most revenues for the Urban Agglomeration Council Budget are funded by aliquot shares.

Assumptions that have been applied to projected tax revenues and payments in lieu of taxes for the City Council Budget are based on an estimated $1.5 billion growth of the tax base in 2009. These assumptions are calculated in accordance with historic trends and on the expectation of certain construction projects. The mean actual growth for fiscal 2007 and 2008 was about $2 billion for the city. As a measure of prudence with respect to current economic outlooks, the growth assumptions for anticipated property roll values have been set at 75% of the actual average growth of the past two years. A survey of currently active construction sites would suggest this prediction is realistic and prudent.

Revenues to be paid under the new financial and fiscal partnership between the Government of Québec and its municipalities for the 2007-2013 period have also been included in these calculations.

Other revenue-related factors that were taken into account include:

- Continuation of the water service improvement strategy by means of an additional contribution to the Water Financial Reserve.
- Payment by the Government of Québec of an annual compensation pertaining to the agreement concerning the sharing of the STM's former debt.

Expenditure-Related Factors

The expenditure structure reflects the maintenance and evolution of municipal activities and responsibilities, in view of the Administration's budgetary choices.

Certain expenditure strategies were applied in preparing the budget. Because of the city's desire to keep growth of expenditures to a minimum, while pursuing streamlining efforts to meet workforce reduction goals, the business units had to set priorities and re-plan their budgets so that they would be able to pay for different kinds of cost increases (such as wage adjustments and contract indexing) through their allowances.

Financing Expenses were calculated on the basis of capital expenditures to be paid in 2009 and financing strategies for future loans. An interest rate of 6.0% was used in formulating these projections. An interest rate of 5.0% was applied to long-term investment revenues associated with the sinking fund and a rate of 3.0% was used for short-term investment revenues resulting from cash management.

Lastly, maintenance of the water management strategy represents one factor in budget expenditures.

CERTIFICATE OF THE TREASURER

The *Charter of the Ville de Montréal* (RSQ, c. C-11.4) and the *Cities and Towns Act* ("CTA") (RSQ, c. C-19) authorize the Treasurer of the Ville de Montréal to issue a certificate attesting that budgetary appropriations will be available for scheduled expenditures.

Pursuant to section 477.1 of the CTA, a council by-law or resolution authorizing an expenditure is only operative when accompanied by a treasurer's certificate stating that the municipality does in fact possess the appropriations necessary for the purpose to which the expenditure is to be applied.

I confirm that budgetary appropriations will be available for expenditures forecast in the budget under the responsibility of the City Council and in the budget under the responsibility of the Urban Agglomeration Council, in their respective areas of authority.

(in thousands of dollars)

	City Council Budget	*Urban Agglomeration Budget*
a) Debt service		
Total debt service cost breaks down:		
▪ Financing expenses	$329,171.5	$81,341.7
▪ Repayment of long-term debt	$224,904.3	$120,359.8
Obligations resulting from laws and from decisions that have been or will be made		
▪ Signing of leases and awarding of contracts for the delivery of supplies and services	$496,721.5	$238,490.1
▪ Granting of financial contributions and municipal assistance	$81,171.3	$433,202.4
▪ Salaries, wages and employer contributions	$916,457.4	$933,027.2

Robert Lamontagne, CA, MBA
Treasurer

November 26, 2008

STATEMENT OF OPERATING ACTIVITIES FOR TAX PURPOSES

The Statement of Operating Activities for Tax Purposes presents a synopsis of the city's operating budget with respect to revenues, expenditures and aliquot shares for financing urban agglomeration activities, financing activities and allocations. Revenues are presented by category, while expenditures are presented by municipal function. The "Allocations" heading presents each of the following items separately:

- The funding must be earmarked for specific purposes, such as capital works activities (TCWP) or repayment of principal on loans taken out to finance expenditures.
- Funding from different financial reserves of reserved funds and accumulated surpluses used to finance the current fiscal year's operating activities.
- Amounts forecast for the future.

Table 3
Statement of Operating Activities for Tax Purposes—City Budget

(In thousands of dollars)

	Overall comparison 2008	**City Council budget 2009**	**Urban Agglomeration Council budget 2009**	**Inter-unit transactions to be eliminated [1] 2009**	**Overall budget 2009**
Revenues					
Taxes	2,659,432.9	2,417,274.5	0.0	0.0	2,417,274.5
Payments in lieu of taxes	241,969.9	202,350.1	0.0	0.0	202,350.1
Aliquot shares	0.0	0.0	1,746,787.9	(1,425,237.6)	321,550.3
Other revenues from local sources	785,812.3	613,900.0	210,135.3	(38,247.0)	785,788.3
Transfers	265,947.8	225,424.6	75,046.7	0.0	300,471.3
Total revenues	**3,953,162.9**	**3,458,949.2**	**2,031,969.9**	**(1,463,484.6)**	**4,027,434.5**
Expenditures					
General administration	562,409.3	407,443.3	197,935.5	(38,170.0)	567,208.8
Public security	854,870.2	13,493.2	878,094.8	0.0	891,588.0
Transportation	685,767.2	335,645.3	381,949.9	0.0	717,595.2
Environmental hygiene	397,840.9	177,607.4	256,978.1	0.0	434,585.5
Health and welfare	107,512.3	64,351.8	37,922.9	0.0	102,274.7
Urban planning and development	174,234.1	132,222.5	47,226.6	(77.0)	179,372.1
Recreation and culture	425,405.0	370,906.4	66,417.4	0.0	437,323.8
Financing expenses	415,784.0	329,171.5	81,341.7	0.0	410,513.2
Total des expenditures	**3,623,823.0**	**1,830,841.4**	**1,947,866.9**	**(38,247.0)**	**3,740,461.3**
Aliquot shares for financing urban agglomeration activities	**0.0**	**1,425,237.6**	**0.0**	**(1,425,237.6)**	**-**
Financing					
Long-term financing of operating activities	0.0	(15,000.0)	0.0	0.0	(15,000.0)
Repayment of long-term debt	344,703.7	224,904.3	120,359.8	0.0	345,264.1
Total financing	**344,703.7**	**209,904.3**	**120,359.8**	**-**	**330,264.1**
Total expenditures, aliquot shares and financing	**3,968,526.7**	**3,465,983.3**	**2,068,226.7**	**(1,463,484.6)**	**4,070,725.4**
Surplus (deficit) before allocations	**(15,363.8)**	**(7,034.1)**	**(36,256.8)**	**-**	**(43,290.9)**
Allocations					
Capital assets activities	(22,416.5)	(5,200.0)	(4,000.0)	0.0	(9,200.0)
Repayment of capital	(10,466.1)	(11,822.4)	0.0	0.0	(11,822.4)
Accumulated surplus (deficit)					
- Unallocated operating surplus (deficit)	0.0	0.0	0.0	0.0	-
- Allocated operating surplus, financial reserve and reserved funds	51,349.7	50,703.9	23,300.0	0.0	74,003.9
- Amounts forecast for the future	(3,103.3)	(26,647.4)	16,956.8	0.0	(9,690.6)
Total allocations	**15,363.8**	**7,034.1**	**36,256.8**	**-**	**43,290.9**
Operating surplus (deficit) for fiscal purposes	-	-	-	-	-

---

[1] City Council and Urban Agglomeration Council Budgets are formulated within two separate accounting entities. Inter-entity transactions result from the exchange of billed services between business units in which the supplier is based in an accounting entity different from that of the client. For purposes of reporting budget information, these internal transactions are deducted from the total so that they will not be counted twice.

Table 3 (continued)
Statement of Operating Activities for Tax Purposes—City Budget
(In thousands of dollars)

	Overall comparison 2008	Overall budget 2009	% Change
Revenues			
Taxes	2,659,432.9	2,417,274.5	(9.1)
Payments in lieu of taxes	241,969.9	202,350.1	(16.4)
Aliquot shares	0.0	321,550.3	-
Other revenues from local sources	785,812.3	785,788.3	-
Transfers	265,947.8	300,471.3	13.0
Total revenues	**3,953,162.9**	**4,027,434.5**	**1.9**
Expenditures			
General administration	562,409.3	567,208.8	0.9
Public security	854,870.2	891,588.0	4.3
Transportation	685,767.2	717,595.2	4.6
Environmental hygiene	397,840.9	434,585.5	9.2
Health and welfare	107,512.3	102,274.7	(4.9)
Urban planning and development	174,234.1	179,372.1	2.9
Recreation and culture	425,405.0	437,323.8	2.8
Financing expenses	415,784.0	410,513.2	(1.3)
Total expenditures	**3,623,823.0**	**3,740,461.3**	**3.2**
Aliquot shares for financing urban agglomeration activities	**0.0**	**0.0**	-
Financing			
Long-term financing of operating activities	0.0	(15,000.0)	-
Repayment of long-term debt	344,703.7	345,264.1	0.2
Total financing	**344,703.7**	**330,264.1**	**(4.2)**
Total expenditures, aliquot shares and financing	**3,968,526.7**	**4,070,725.4**	**2.6**
Surplus (deficit) before allocations	**(15,363.8)**	**(43,290.9)**	
Allocations			
Capital assets activities	(22,416.5)	(9,200.0)	
Repayment of capital	(10,466.1)	(11,822.4)	
Accumulated surplus (deficit)			
- Unallocated operating surplus (deficit)	0.0	0.0	
- Allocated operating surplus, financial reserve and reserved funds	51,349.7	74,003.9	
- Amounts forecast for the future	(3,103.3)	(9,690.6)	
Total allocations	**15,363.8**	**43,290.9**	
Operating surplus (deficit) for fiscal purposes	-	-	

Chart 2
Sources of Revenue

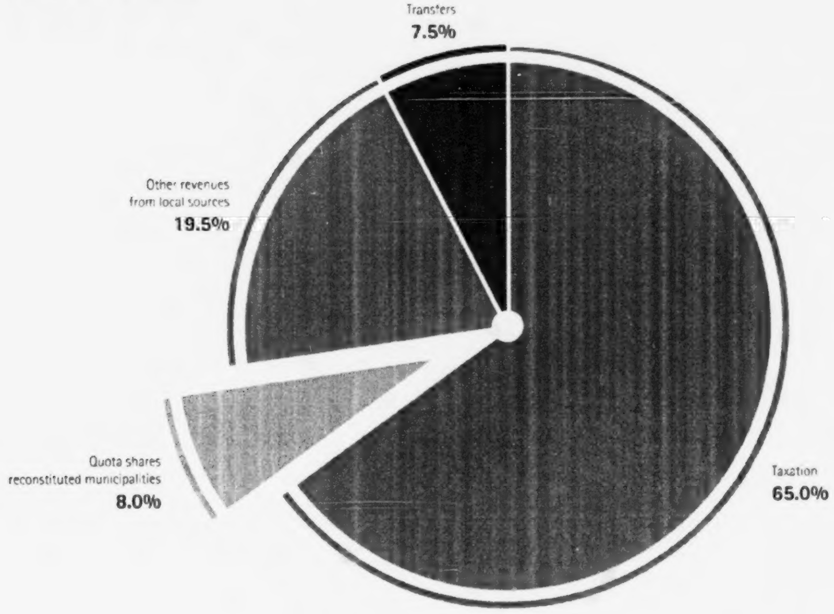
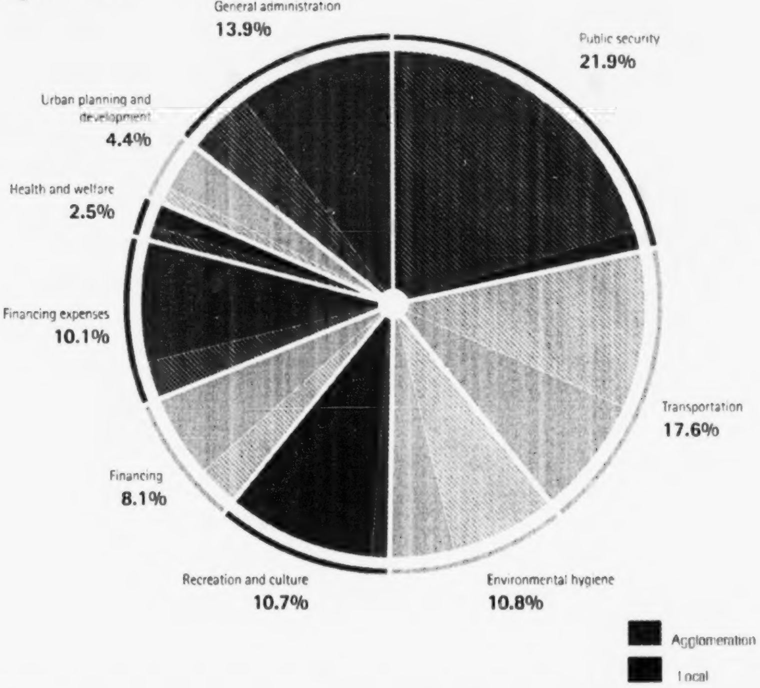


Chart 3
Expenditures by Function



KEY 2009 BUDGET FACTORS

This section presents the statement of operating activities for the city's 2009 Overall Budget, which incorporates the City Council Budget and the Urban Agglomeration Council Budget.

On June 20, 2008, the adoption of *An Act to amend various legislative provisions concerning Montréal* (S.Q. 2008, c.19, Bill 22) also resulted in major changes in how activities are financed throughout the urban agglomeration. These changes are of two types. On the one hand, the Act transforms certain urban agglomeration responsibilities into local ones. On the other, it stipulates that most urban agglomeration activities shall be funded through a new "aliquot share" (or co-payment) system beginning in 2009.

Expenditures stand at $4.0707 billion in the 2009 Budget, a 2.6% rise over 2008. The borough budgets stand at $916.7 million, while those of the city departments total $2.0231 billion.

EXPENDITURES

Growth of the 2009 Budget is largely due to substantial reinvestment in public transit expenditures, maintenance of the water strategy, expenditures involving the solid waste management plan and implementation of risk coverage plans aimed at increasing the effectiveness of fire protection.

Under the Expenditures by Function heading, the following factors are of note:

- The 0.9% rise in general administration expenditures is due to the creation of an allowance of $11.8 million earmarked for the retirement plans to make up for fluctuations in the financial markets and by $14.6 million to hold elections. Furthermore, a downward revision of $10.7 million for the bad debt allowance helps to cushion these increases.
- Public safety expenditures rose 4.3% for such reasons as the final phase of deployment of the first responder service, implementation of the safety risk cover plan and activities related to the street gang prevention initiative.
- The "Transportation" function posted a 4.6% rise, essentially due to significant reinvestment in public transit through the city's increased contribution to the Société de transport de Montréal (STM) and to the AMT.
- Appropriations earmarked for the "Environmental Hygiene" function are up 9.2%. Most of this increase is due to continued investment for the Water Fund and the solid waste management plan.
- The agreement between the ministère de l'Emploi et de la Solidarité sociale (MESS) and the Ville de Montréal, which has been in effect since January 1, 2008, has released the city from its income security obligations. Employees loaned by the city under this agreement are paid in full by the Government of Québec. The budget earmarked for this agreement will decline each year based on staff attrition. This agreement is largely responsible for the 4.9% reduction in appropriations for the "Health and Wellfare" function.

- Funding for the "Urban Planning and Development" function was up 2.9%. This increase in expenditures was due to such factors as the establishment of the new ClimatSol program and an increase in funding for the Programme d'adaptation à domicile (home adaptation program).
- The appropriation for the "Recreation and Culture" function is up 2.8%, due to such factors as continuation of the program to expand library service, particularly by increasing operating hours and adding staff.
- Financing expenses are down 1.3% due to lower interest charges at the time of loan refinancing, partly offset by higher levels of borrowing.

FINANCING

The Service des infrastructures, du transport et de l'environnement (infrastructure, transportation and environment) will proceed with the purchase of recycling bins for $15 million. Under the borrowing by-law that was adopted for this purpose in 2008, this expenditure will be funded by a five-year loan. This amount appears under the "Long-Term Financing of Operating Activities" heading.

An amount of $345.3 million has been earmarked in the 2009 Budget for repayment of long-term debt, up $0.6 million (+0.2%). This change is primarily due to increased borrowing required for the long-term financing of new capital expenditures, partly offset by the maturation of certain debts.

ALLOCATIONS

Funding of $74.0 million, drawn from accumulated prior year surpluses, has been earmarked for balancing the 2009 Budget.

The "Allocations" heading listed allocations to repayment of capital ($11.8 million) and allocations for capital assets activities ($9.2 million). Amounts forecast for the future are $9.7 million.

REVENUES

Taxes

An Act to amend various legislative provisions concerning Montréal (S.Q. 2008, c.19) (Bill 22) provides that urban agglomeration expenditures will be financed using a new aliquot share system. The aliquot shares required from the reconstituted municipalities represent an amount of $321,550.3.

The Ville de Montréal's local general property tax stands at $2,417,274.5. The local general property tax will now be used to fund expenditures relating to the Ville de Montréal's local powers and to payment of the city's aliquot share for defraying expenditures relating to the exercise of urban agglomeration powers. These changes will not, however, result in any increase in tax burden for Montrealers.

Payments in Lieu of Taxes

Payments in lieu of taxes stand at $202,350.1.

Other Revenues

Revenues from local sources remain fairly stable in the 2009 Budget, at $785,788.3.

Transfers

Transfer revenues (grants from the higher levels of government and other entities) are up 13% from 2008. This rise is due to:

- A $7.2 million increase relating to compensation from the Government of Québec under the fiscal and financial partnership.
- The Government of Québec will pay the city an amount of $25 million in 2009 under the *Entente pour une reconnaissance du statut particulier de Montréal (agreement assigning a special status to Montréal).*

BUDGET
BY
BUSINESS UNIT

ORGANIZATIONAL STRUCTURE

Under various legislative provisions contained in the *Act to reform the municipal territorial organization of the metropolitan regions of Montréal, Québec and the Outaouais* (Bill 170 adopted in December 2000 and in force since January 1, 2002), the city's structure is borough-based. The boroughs hold certain powers and each receives its own allotment of funds.

Act to Amend the Charter of the Ville de Montréal and Consultations on Municipal Reorganization

The new Ville de Montréal came into being on January 1, 2002, and the Montréal transition committee formulated the first organizational structure for this entity. The new municipal organization that subsequently emerged from a series of public hearings instituted a different governance model and established an innovative organizational structure providing such features as increased borough autonomy. Enactment of Bill 33 (*Act to amend the Charter of the Ville de Montréal*) enabled the city administration to amend the city's charter to define more clearly how powers are apportioned among the boroughs and the city departments.

Act Respecting the Consultation of Citizens with Respect to the Territorial Reorganization of Certain Municipalities

This act permitted 15 former municipalities to institute a demerger process based on the results of referendums held on reconstituting the former municipalities.

The Government of Québec established a transition committee to facilitate reconstitution of these municipalities. All of the municipalities (Montréal and the 15 reconstituted municipalities), have been bound by an Urban Agglomeration Council since January 1, 2006.

Boroughs

The city's 19 boroughs provide direct services to the public in such fields as environmental hygiene, maintenance and repair of the city road system, drinking water supply, solid waste collection and transport, sports and cultural activities, parks and playing fields, social development and urban development. The boroughs are governed by the borough councils, which consist of from five to seven members, including the borough mayor.

The City Council has placed the boroughs in charge of providing community services, among their other responsibilities. The urban agglomeration services furnished by the boroughs have been subdelegated to them by the city, to which such services were originally delegated by the Urban Agglomeration Council.

City Departments

The city departments provide direct services to the public, including support services and municipal services for which either the City Council, the Urban Agglomeration Council or the Executive Committee is directly responsible.

City Department Structure

- The **Direction générale** (general administration) is responsible for the administration of city business and international relations.
- The **Service des affaires corporatives** (corporate affairs) is responsible for the office of the City Clerk, legal affairs, criminal and penal affairs, property assessment and governmental relations, support for the decision-making process, procurement, rolling stock, municipal shops and operational support, along with assistance to the Secrétariat aux projets corporatifs et aux relations institutionnelles (corporate projects and institutional relations).
- The **Service du capital humain** (human resources) is responsible for the management of human resources.
- The **Service des communications et des relations avec les citoyens** (communications and relations with city residents) is responsible for communications.
- The **Service du développement culturel, de la qualité du milieu de vie et de la diversité ethnoculturelle** (cultural development, quality of the living environment and ethnic and cultural diversity) is responsible for social development, income security, cultural development, and for management of Mount Royal Park, the city parks, green spaces, sports and recreational activities and the Muséums nature de Montréal (Montréal's nature museums).
- The **Direction des systèmes d'information** (IT services) is responsible for ensuring that the city can harness the full potential of its IT technologies to support the different administrative units in their various missions and activities.
- The **Service des finances** (finance) is responsible for the business plan, the budget, accounting, taxation, collection of revenues, investments, financing, the payroll and management of the retirement plans.
- The **Service des infrastructures, du transport et de l'environnement (infrastructure, transportation and environment)** (infrastructure, transportation and environment) is responsible for transportation, the city road system, vehicular traffic, the environment and sustainable development, water management, underground electrical conduits and telecom links.
- The **Service de la mise en valeur du territoire et du patrimoine** (economic and heritage development) is responsible for economic development, urban planning, housing and management of the city's real estate assets and the inventory of buildings used for institutional purposes.
- The **Service de police** (police department) is responsible for police activities, investigations, internal affairs, taxis, towing, 9-1-1 emergency communications, safety in the subway system and enforcement of parking regulations.
- The **Service de la sécurité incendie de Montréal** (fire department) is responsible for emergency preparedness, emergency organization, prevention, response, support and technical know-how in fire fighting and with respect to the first responder service.

This structure is further enhanced by other business units that do not report directly to the Executive Committee. These units are the **Bureau du vérificateur général** (auditor's office), the **Commission de la fonction publique** (civil service commission), the **Commission des services électriques** (electrical service commission) and the Secrétariat de liaison.

POWER SHARING

Under the power sharing principle, the authority of the City Council and the 19 borough councils is confined to decisions pertaining to local authorities. This shared set of jurisdictions means that 20 different forums, in addition to the Executive Committee, operate within the city in fields that at some times fall under City Council authority and at others, that of the borough councils. Appendix 2 contains the table illustrating various powers inherent to management of the city, based on the various areas of authority defined in the *Charter of the Ville de Montréal*.

BUDGET BY ORGANIZATIONAL STRUCTURE

The city's 2009 Global Budget stands at $4,070,725.4, for a $102,198.7 increase from the Restated 2008 Budget. The following pages provide a comprehensive portrait of budget forecasts for 2009. Revenues, expenditures and their corresponding totals are separately presented and totalled in the Overall Budget for the boroughs, the city departments and other budget items. The other budget items presented are: aliquot shares for financing urban agglomeration activities, financing, elimination of internal transactions and also allocations.

Details on borough and city department budgets are available as of January on the city's Web site at **ville.montreal.qc.ca**/finances.

Table 4
2009 Business Unit Forecasts
(In thousands of dollars)

	Revenues, Allocations and Variance	Revenues and Allocations	Variance[1]	Revenues, Allocations and Variance	Expenditures and Financing		Change 2009-2008
	2008 Restated	2009 Budget			2008 Restated	2009 Budget	%
Boroughs							
Ahuntsic-Cartierville	58,684.7	2,041.9	59,226.4	61,268.3	58,684.7	61,268.3	4.4
Anjou[2]	25,589.4	2,726.2	24,576.0	27,302.2	25,589.4	27,302.2	6.7
Côte-des-Neiges–Notre-Dame-de-Grâce	67,368.5	2,419.5	65,802.0	68,221.5	67,368.5	68,221.5	1.3
Lachine[2]	30,101.4	4,792.8	26,024.5	30,817.3	30,101.4	30,817.3	2.4
LaSalle[2]	45,382.0	10,334.3	36,563.2	46,897.5	45,382.0	46,897.5	3.3
L'Île-Bizard–Sainte-Geneviève	10,680.7	908.3	10,207.0	11,115.3	10,680.7	11,115.3	4.1
Mercier–Hochelaga-Maisonneuve	64,438.2	3,544.2	61,864.8	65,409.0	64,438.2	65,409.0	1.5
Montréal-Nord[2]	39,677.4	5,272.0	35,593.3	40,865.3	39,677.4	40,865.3	3.0
Outremont	16,657.8	2,358.0	14,744.5	17,102.5	16,657.8	17,102.5	2.7
Pierrefonds-Roxboro[2]	30,542.5	2,542.1	27,926.4	30,468.5	30,542.5	30,468.5	(0.2)
Plateau-Mont-Royal	54,637.1	4,006.2	51,954.0	55,960.2	54,637.1	55,960.2	2.4
Rivière-des-Prairies–Pointe-aux-Trembles	56,828.4	2,152.5	55,746.2	57,898.7	56,828.4	57,898.7	1.9
Rosemont–La Petite-Patrie	57,025.2	3,152.5	56,365.3	59,517.8	57,025.2	59,517.8	4.4
Saint-Laurent	67,494.4	5,038.9	65,663.6	70,702.5	67,494.4	70,702.5	4.8
Saint-Léonard[2]	38,592.3	2,369.7	38,189.3	40,559.0	38,592.3	40,559.0	5.1
Sud-Ouest	51,134.1	2,293.6	49,784.8	52,078.4	51,134.1	52,078.4	1.8
Verdun[2]	35,524.5	5,069.3	30,706.6	35,775.9	35,524.5	35,775.9	0.7
Ville-Marie[2]	74,871.6	12,320.3	66,973.7	79,294.0	74,871.6	79,294.0	5.9
Villeray–Saint-Michel–Parc-Extension	63,370.0	2,624.6	62,814.2	65,438.8	63,370.0	65,438.8	3.3
Total for boroughs	**888,600.2**	**75,966.9**	**840,725.8**	**916,692.7**	**888,600.2**	**916,692.7**	**3.2**
The amount in the budget allocated to the boroughs and also listed under corporate revenues[3]	(838,323.0)			(862,868.1)			
Net total for boroughs	**50,277.2**			**53,824.6**	**888,600.2**	**916,692.7**	

[1] Under section 143.2 of the *Act to amend the Charter of Ville de Montréal*, which stipulates that a borough's budget must provide for revenues at least equal to its expenditures, a variance value, representing that portion of the borough's budgetary appropriations that are assumed in the city's Global Budget, is presented separately. More specifically, this figure represents the difference between the borough's expenditures and its autonomous revenues, which include surplus allocations and the additional amount allocated to the borough, if the latter offsets this amount with a special local tax.

[2] Data from the "Revenues and Allocations" column of the 2009 budgets for these boroughs include an additional amount, which is offset by a special local tax, as well as the borough's surplus allocations. The amounts are:

	Special local tax
Anjou	1,484.2
Lachine	665.4
LaSalle	8,439.0
Montréal-Nord	4,000.0
Pierrefonds–Roxboro	818.6
Saint-Léonard	540.1
Verdun	995.0
Ville-Marie	5,200.0
	22,142.3

	Surplus allocations
Mercier–Hochelaga-Maisonneuve	1,201.6
Montréal-nord	(33.0)
Saint-Laurent	669.3
Verdun	316.0
Ville-Marie	(5,200.0)
	(3,046.1)

[3] This amount represents the addition of the variance value ($840,725.8) and the additional amount allocated to the boroughs ($22,142.3).

Table 4 (continued)
2009 Business Unit Forecasts
(in thousands of dollars)

	Revenues, Allocations and Variance			Expenditures and Financing		
	2008 Restated	2009 Budget	% Change	2008 Restated[1]	2009 Budget	% Change
Central departments						
Direction générale	0.0	0.0	-	4,268.7	4,930.5	15.5
Affaires corporatives[1]	249,406.6	236,160.9	(5.3)	170,516.5	183,959.8	7.9
Capital humain	48,143.8	36,443.6	(24.3)	19,225.7	19,396.1	0.9
Commission de la fonction publique	0.0	0.0	-	883.9	963.8	9.0
Commission des services électriques	69,772.5	71,561.2	2.6	65,086.4	67,701.7	4.0
Communications et relations avec les citoyens	4,283.0	4,315.8	0.8	17,785.3	19,568.4	10.0
Développement culturel, Qualité du milieu de vie et Diversité ethnoculturelle	29,299.9	30,595.4	4.4	136,524.8	139,687.3	2.3
Direction des systèmes d'information[1]	0.0	637.1	-	31,130.5	35,382.8	13.7
Finances	3,389,809.0	4,883,103.1	44.1	52,280.0	54,899.9	5.0
Infrastructures, Transport et Environnement	38,946.5	23,691.1	(39.2)	268,005.8	329,840.8	23.1
Mise en valeur du territoire et du patrimoine	189,775.7	209,102.0	10.2	255,508.1	269,002.2	5.3
Police	48,511.9	72,334.3	49.1	562,240.7	587,840.8	4.6
Secrétariat de liaison	0.0	0.0	-	0.0	511.7	-
Sécurité incendie	7,814.0	9,033.6	15.6	293,152.5	304,726.7	3.9
Vérificateur général	114.0	116.3	2.0	4,610.8	4,686.4	1.6
Total - central departments	**4,075,876.9**	**5,577,094.4**	**36.8**	**1,881,225.7**	**2,023,098.9**	**7.5**
Other budget items						
Shared expenditures[1]				238,887.4	194,965.4	(18.4)
Financial expenses[2]				386,156.3	374,003.4	(3.1)
Contribution expenditures						
- Contributions to reconstituted municipalities				14,271.1	1,565.2	(89.0)
- Other contributions				417,571.4	442,864.8	6.1
Total of other budget items				**1,056,886.2**	**1,013,398.8**	**(4.1)**
Aliquot shares for financing urban agglomeration activities				**0.0**	**1,425,237.6**	-
Financing						
Long-term financing of operating activities				0.0	(15,000.0)	-
Repayment of long-term debt[2]				317,112.1	313,828.0	(1.0)
Total financing				**317,112.1**	**298,828.0**	**(5.8)**
Elimination of internal transactions[3]	(175,297.5)	(1,606,530.6)	816.5	(175,297.5)	(1,606,530.6)	816.5
Total expenditures, aliquot shares and financing	**3,950,856.6**	**4,024,388.4**	**1.9**	**3,968,526.7**	**4,070,725.4**	**2.6**
Allocations						
Water management	(9,060.4)	0.0	(100.0)			
Management of road network	(8,250.1)	(4,000.0)	(51.5)			
Repayment of capital	(10,466.1)	(11,822.4)	13.0			
Other allocations	45,446.7	62,159.4	36.8			
Total allocations other than those forecast by boroughs[4]	**17,670.1**	**46,337.0**	**162.2**			
Total[5]	**3,968,526.7**	**4,070,725.4**	**2.6**	**3,968,526.7**	**4,070,725.4**	**2.6**

See notes overleaf.

Notes on the Preceding Table:

[1] Restated 2008 Budget data have been adjusted to account for the Direction des systèmes d'information (IT services)of the Service des affaires corporatives (corporate affairs), which has become a city department. Furthermore, the team in charge of SIMON has already been incorporated within this new department.

[2] This budget item excludes that portion of decentralized funding costs generated by the boroughs and city departments.

[3] Internal transactions result from exchanges of goods and services between two business units. These operations must be cancelled to present a budgetary portrait that excludes any duplicate transactions. A detailed portrait of internal transactions appears below in this document.

[4] The "Total Allocations Other than Those Budgeted by the Boroughs" value represents the amount of expenditures financed by allocations, other than funding that had been set aside in borough budgets.

The total value of allocations set aside in the 2009 Budget is:

Allocations of surplus set aside by the borough:	(3,046.1)
Allocations other than those forecast by boroughs:	62,159.4
Total allocations in the 2009 budget:	59,113.3

[5] The total is equivalent to the sub-total of Expenditures, Aliquot Shares, Financing and Allocations presented in the Statement of Operating Activities for Tax Purposes.

BOROUGH BUDGETS

Borough budgets stand at $916,692.7, up 3.2% over 2008, and represent some 22.5% of the city's total budget. This budget is largely financed by a budget envelope of $840,725.8, which is set by the City Council, and by allocations and local revenues valued at $75,966.9.

Budget Envelopes

Borough budget envelopes for the 2009 Budget are calculated on the basis of continuity. In preparing these budget envelopes, the city administration confirms its commitment to three principles: equity among the boroughs, recognition and promotion of development and encouragement of responsible management. This calculation is primarily based on:

- A development fund
- An upgrade fund

The development fund generates an adjustment of $15 million for each borough to promote development and increase wealth. This fund also serves to offset development expenses.

The upgrade fund serves to endow all of the boroughs as equitably as possible to ensure they can deliver the services to which residents are entitled. A total amount of $2 million has, accordingly, been paid to certain boroughs. All of the boroughs also receive supplementary appropriations, totalling $11.5 million, so that they can fund priorities of the city administration and certain specific needs, such as adjustments to snow removal budgets ($4.1 million), finalization of the upgrade to the Montréal library system ($2.8 million), marking of streets, street signs and signal lights ($2 million) and certain historic corrections relating, for example, to snow removal contracts and waste collection ($1.5 million).

In addition to these key components, various adjustments that are technical in nature or that pertain to transfers in responsibility among the boroughs and the city departments have been made in the boroughs' budget envelopes. For example, the continued assumption of responsibility by the Service des infrastructures, du transport et de l'environnement (infrastructure, transportation and environment) for waste disposal contracts upon their renewal has resulted in an approximately $9 million reduction in the borough budget. Conversely, the transfer to the boroughs of responsibility for issuing permits relating to water services and eviction activities has resulted in an upward adjustment of their budget by $1 million for 2009.

Overall, all of the adjustments due to the development fund and the upgrade fund, as well as technical adjustments and transfers of responsibility, have resulted in increased funding to the boroughs of some $24.8 million.

Moreover, to meet its goal of cutting expenditures by $300 million over three years, the city administration has encouraged all of its business units to set priorities and re-plan their budgets in 2009 to provide for different kinds of cost increases (such as wage adjustments and contract indexing) through their allowances.

The city has also remained on course in its goal of cutting 1,000 jobs from 2007 through 2010. The boroughs have accordingly set up various workforce reduction strategies, such as through the review of activities, services, operations and programs that was launched in 2006. As part of this process, the boroughs have re-evaluated their priorities and reviewed their administrative structures to become more effective and efficient, while maintaining the same level of service to residents.

In addition to the general adjustments mentioned above, here are a few more specific explanations of key budget changes noted in certain boroughs:

Ahuntsic-Cartierville

An upward revision of $0.6 million for snow removal and waste collection budgets, following contract renewals.

Anjou

A positive adjustment of $0.3 million for snow removal budgets and a new allocation of $0.3 million for the resumption of contributions to the retirement funds.

Rosemont–La Petite-Patrie

An additional contribution of $0.6 million for the management of street marking, traffic sign and signal light activities.

Saint-Laurent

An increase of $1.3 million in the expenditures budget, essentially offset by additional local revenues.

Ville-Marie

Additional funding of $0.4 million for the transfer of the young people's library to the new Père-Ambroise library, an upward revision of $1.5 million in appropriations for major projects funded by local revenues and an additional $0.2 million budget for the Cité du Havre.

Revenues and Allocations

Boroughs can also employ other means of ensuring or increasing their service levels. Adjustments in local user fees and a modification in revenue forecasts have generated an additional contribution of $3.6 million to support equivalent expenditure levels. Use of prior year surplus funds continues to decline in fiscal 2009. Only three boroughs (compared with five in 2008) will increase their budgets. These increases will total some $2.2 million, or $0.6 million less than in the Restated 2008 Budget. Finally, no boroughs will introduce new local taxes.

In conclusion, borough expenditure budgets will be up some $28.1 million, or 3.2% over the Restated 2008 Budget. This increase is primarily due to the funding method adopted for the 2009 Budget and for the various budget strategies deployed by the boroughs.

CITY DEPARTMENT BUDGETS

Operating Expenditures

The set of city department expenditures stands at $2,023.1 million, representing growth of $141.9 million over the Restated 2008 Budget.

If transfers of certain budget items and adjustments to cover special and non-recurring situations are excluded, the rise in city department budgets stands at $71.3 million or 3.8% up from 2008.

These items appear below:

Transfers

- Water management—investment activities	$9.1 million
- Appropriations for financing the water debt	$1.5 million
- End of subdelegating waste disposal	$10.0 million
- Green waste disposal	$6.3 million
- Snow removal and clean-up unit	$1.1 million
- Inter-entity property fund transactions	$11.5 million
- Management of the food service activity	$1.5 million
	$41.0 million

Special Situations

- Holding elections	$14.6 million
- Purchasing recycling bins	$15.0 million

In addition to these factors, the 3.8% growth in the budget is primarily due to an adjustment in the administration's priorities involving investments of:

- $18 million in water management
- $37.2 million in public safety
- $13.1 million to the environment
- $3.3 million to the coordination of snow removal and clean-up activities.

Direction générale (general administration)

A budget of $0.7 million has been earmarked for recurring tasks relating to metropolitan affairs and the administration of downtown Montréal.

Affaires corporatives (corporate affairs)

A budget allowance of $12.6 million has been set aside to pay for the elections.

Communications et relations avec les citoyens (communications and relations with citizens)

The transfer of activities pertaining to management of the post office ($0.5 million) and to branding ($0.4 million), the provision of appropriations for the new printing service business model ($0.5 million) and the creation of Wi-Fi hotspots throughout the city ($0.2 million).

Direction des systèmes d'information (IT services)

The main activities planned are assumption of responsible for the team in charge of deploying and maintaining the integrated management system ($1.2 million), development of the computer hosting centre ($1.3 million) and restructuring of the work organization ($2 million), for total budget growth of 13.7%.

Finances (finance)

Repayment of authorized electoral expenditures requires a budget of $2 million.

Infrastructures, transport et environnement (infrastructure, transportation and environment)

The implementation and continuation of various projects is planned for the following fields:

The Environment

- Adjustments and transfers from the boroughs and related municipalities, for subdelegation by the urban agglomeration, of responsibilities involved in waste disposal management ($18.1 million).
- Transfer of appropriations earmarked for treating green waste ($6.3 million), purchasing recycling bins ($15 million) and other projects relating to the solid waste management plan ($5 million).
- The creation of a snow removal and clean-up unit and an additional budget earmarked for improved snow removal ($4.4 million).
- The planned closure on January 18, 2009 of the Complexe environnemental Saint-Michel ($14.7 million), with the reserve that was created for this purpose providing for post-closure expenditures.

Water Management

- An adjustment specifically pertaining to water management ($28.6 million), including the transfer of a $9.1 million budget that had been earmarked for 2008 investment activities. This additional budget included the payment of a grant to owners of industries, shops and institutions ("ICI program") as compensation for the cost of installing water meters ($13 million).

Mise en valeur du territoire et du patrimoine (economic and heritage development)

An adjustment of $11.5 million has been earmarked for activities of the property fund's internal departments.

Public Safety (police and fire department)

The impact of the last actuarial valuation of the retirement funds for police officers and firefighters ($12.6 million) and wage indexing has contributed to growth in the budgets of both departments.

Service de police (police department)

Stepped up efforts to eliminate street gangs, police patrols in the subway system and interchanges with the Royal Canadian Mounted Police warranted additional appropriations of $6.6 million to the Service de police.

Service de sécurité incendie (fire department)

Under the heading of fire prevention, $3.7 million will be earmarked for the ongoing establishment of the first responder service and $2.7 million to the implementation of a safety cover plan designed to increase the effective of fire protection throughout the island.

City Department Participation in Balancing the Budget

The city departments are also involved in the effort to reduce the workforce and cut expenditures by $300 million over three years. For 2009, the business units must either re-plan their budgets, or boost their revenues to finance payroll indexing and other types of expenditures. Overall, these business units have trimmed their budgets by some $50 million.

Non-Fiscal Revenues

Changes in non-fiscal revenues of some $36.2 million primarily comprise:

- A $35.4 million increase for unconditional transfers, including financial support of $25 million paid by the Government of Québec for Montréal's role as Québec's "metropolis."
- A $12.4 million increase earmarked for various grant programs pertaining to the operating budget and concerning the effort to eliminate street gangs, local economic development, spousal violence and urban renewal.
- A $14.4 million decline due to closure of the Complexe environnemental Saint-Michel.
- A $3.5 million increase in the CMM's contribution to the *AccèsLogis* and *Logement abordable* programs.

OTHER BUDGET ITEMS AND FINANCING

Expenses falling under the "Other Budget Items" and "Financing" headings stand at $1,312,226.8 and represent 32.2% of the city's Global Budget. These headings comprise four major expenditure categories: shared expenditures ($194,965.4), financing expenses ($374,003.4), contribution expenditures ($444,430.0) and financing ($298,828.0).

Such expenditures include:

- The city's contribution to activities funded by regional partners and partners among the higher levels of government.
- Centralized funding costs pertaining to the funding of capital expenditures not apportioned among the city's business units.
- Costs of meeting legal obligations, as in the case of contingency expenses. Specific budget allocations will be requested to cover such expenditures over the course of the year.

Shared Expenditures

- Shared Expenditures total $194,965.4, down 18.4%, and represent 4.8% of the City Budget.

Table 5

Shared Expenditures

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Redeployment of resources and retirement plan expenditures	90,957.6	91,693.4	0.8
Contingency budget	39,666.5	40,831.4	2.9
General administrative expenditures	7,752.7	7,994.6	3.1
Potential tax collection losses	17,951.0	7,275.0	(59.5)
Montréal-Government of Québec agreement	620.0	620.0	-
Other shared expenditures	81,939.6	46,551.0	(43.2)
Total	**238,887.4**	**194,965.4**	**(18.4)**

Redeployment of Resources and Retirement Plan Expenditures

Appropriations of $91,693.4 have been entered under this item, for a $735.8 increase over the Restated 2008 Budget. This item comprises:

- Remuneration expenditures that cannot, at this point, be apportioned among the units and that must appear in the budget, pursuant to provisions of the collective agreements.
- A share of appropriations for surplus employees, in terms of authorized structures.
- Appropriations pertaining to occupational injury victims.
- Certain expenditures pertaining to the retirement plans.

Retirement plan expenditures have been upwardly revised to offset the impact of fluctuations in the financial markets on city worker retirement plan assets. This major effort has, however, been largely offset by a reduction in resources through reassessment of various provisions or transfers to other budget items.

Contingency Budget

The "Contingency Budget" serves to meet expenditures not anticipated in the budget, to settle claims and to make payments resulting from legal judgements.

Funding for the Contingency Budget depends on the city's Global Budget. Under the *Charter of the Ville de Montréal*, an amount equal to 1% of the budget must be allocated for contingencies. This figure stands at $40,831.4 in the 2009 Budget.

General Administration Expenditures

The "General Administration Expenditures" item totals $7,994.6. This appropriation will be applied primarily to the maintenance and improvement of services to residents. The city administration will decide over the course of the year which units will be responsible for projects.

Potential Tax Collection Losses

A figure of $7,275.0 has been set aside in the 2009 Budget for "Potential Tax Collection Losses." Of that amount, $1,200.0 has been earmarked for failure to collect taxes. The remaining $6,075.0 has been allocated to failure to collect non-taxable revenues, such as appropriations pertaining to unpaid traffic citations, property transfer fees and leases.

In 2009, calculation of the bad debt allowance for fines and penalties was reviewed using the method recommended in the *Manuel de la présentation de l'information financière municipale*. Application of this new method helped reduce the allowance by $10,676.0 with respect to the Restated 2008 Budget.

Table 6
Other Shared Expenditures
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Employee loans - MESS	44,406.9	33,269.2	(25.1)
Priority actions involving cleanliness and graffiti	5,500.0	4,750.0	(13.6)
e-Cité/311 project	1,839.3	1,877.5	2.1
Provision for energy costs	1,500.0	1,500.0	-
Environment expenditures	9,232.8	932.8	(89.9)
Renewal of snow removal and waste collection contracts	5,900.3	761.0	(87.1)
Renewal of MCCCF/Ville agreement	1,000.0	0.0	(100.0)
Others	12,560.3	3,460.5	(72.4)
Total	**81,939.6**	**46,551.0**	**(43.2)**

Other shared expenditures total $46,551.0, down $35,388.6. This decline is primarily due to:

- A reduction of $10,821.4 with respect to attrition of employees loaned to the ministère de l'Emploi et de la Solidarité sociale (MESS) due to transferred management of the income security activity.

- Funding of $19,625.9 transferred to the city's different administrative units, which includes $6,300.0 for green waste, $6,436.6 for the integrated management system project and $5,139.3 for renewing snow removal and waste collection renewals.

- Funding of $7,970.2 that was not renewed in 2009, having been earmarked for non-recurring 2008 expenditures.

The "Other" heading, totalling $3,460.5, primarily pertains to the funding of adjustments that arise during the year.

Financing Expenses

This heading comprises all centralized charges pertaining to the funding of long-term capital expenditures and the initial actuarial liability. Financial Expenses primarily comprise interest expenses, along with discount and loan floatation charges.

Table 7
Financing Expenses
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Financing expenses	415,784.0	410,513.2	(1.3)
Decentralized financing expenses[1]	(29,627.7)	(36,509.8)	23.2
Total	**386,156.3**	**374,003.4**	**(3.1)**

[1] These expenditures appear in the budgets of certain boroughs and city departments.

Total Financing Expenses anticipated in the 2009 Budget stand at $410,513.2, down $5,270.8 (-1.3%). This change is due to the impact of reduced interest charges at the time loans were refinanced, as factor that is partially offset, however, by higher levels of borrowing.

Of this total amount, $36,509.8 has been directly charged to the budgets of the following entities: the Commission des services électriques (electrical service commission), the Muséums nature de Montréal (Montréal's nature museums), the Water Fund and certain boroughs.

Contribution Expenditures

Contribution expenditures in the 2009 Budget stand at $444,430.0 and account for 10.9% of the city's total budget. These expenditures provide financial assistance to the Société de transport de Montréal (STM), to the reconstituted municipalities, to corporations and to other organizations. This item also comprises funds the city needs for aliquot shares of the Communauté urbaine de Montréal (CUM) and the Agence métropolitaine de transport (AMT).

Table 8

Contribution to Corporations, Organizations and other Major Partners

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Société de transport de Montréal	310,000.0	332,000.0	7.1
Agence métropolitaine de transport	36,788.0	39,488.0	7.3
Communauté métropolitaine de Montréal (CMM)	27,313.6	30,913.6	13.2
Société du parc Jean-Drapeau	9,964.7	10,471.6	5.1
Conseil des arts	10,200.0	10,450.0	2.5
Sociétés de développement commercial (Commercial development corporations)	7,474.6	8,518.2	14.0
Contributions to the reconstituted municipalities	14,271.1	1,565.2	(89.0)
Société d'habitation et de développement de Montréal	2,700.0	1,100.0	(59.3)
Other organizations	13,130.5	9,923.4	(24.4)
Total	**431,842.5**	**444,430.0**	**2.9**

Société de transport de Montréal

The Société de transport de Montréal (STM) is an autonomous entity providing public transit throughout the city over subway and bus lines and through the use of paratransit vehicles. The city pays an annual contribution to help fund the STM. This contribution will stand at $332 million in 2009, a 7.1% increase. This contribution represents Montréal's regular contribution to operations and is intended to support the development and upgrade of the service provided.

Agence métropolitaine de transport

The AMT is a Québec government agency that administers and funds the metropolitan commuter train system and other facilities, such as park-and-ride centres, reserved lanes and bus terminals. The AMT also coordinates paratransit services and plans public transit services for Greater Montréal as a whole. Furthermore, the agency provides financial assistance to local transportation agencies within the metropolitan network.

Several different stakeholders are responsible for the organization's funding. First and foremost, the Government of Québec contributes to this organization in the form of rebates on motor vehicle registration fees and fuel taxes. Greater Montréal's municipalities pay the AMT a contribution equal to 1% of their harmonized property tax base. This contribution serves to underwrite 25% of the cost of metropolitan transportation capital works projects. These municipalities also help defray the equivalent of 40% of the operating cost of commuter train lines and 50% of the operating deficit of the metropolitan express lines. The AMT furthermore receives additional financial support from the ministère des Transports du Québec and other partners.

The city's overall contribution to AMT operations and investments for 2009 is earmarked at $39,488.0, up 7.3% from the 2008 Budget. This increase results from a 2.8% hike in the city's contribution to the Investment Fund, which stands at $17,411.0 for 2009. This rise is proportional to the growth in the city's harmonized property tax base. The city's contribution to commuter train service, on the other hand, stands at $21,507.0, up 11%. This sharp rise is due to the indexing of operating costs and increased levels of service.

Communauté métropolitaine de Montréal (CMM)

The CMM is a metropolitan agency with the mission of creating a shared vision of the metropolitan region. The agency's task is to ensure consistent guidelines for development throughout the metropolis and to coordinate efforts needed to achieve harmonious growth for Greater Montréal.

The CMM is responsible for such areas as metropolitan development, economic development, the environment, metropolitan equipment and social housing, transportation and solid waste planning and management.

Montréal has earmarked a contribution of $30,913.6 to the CMM for 2009, a $3.6 million increase over 2008.

Société du parc Jean-Drapeau

The Société du parc Jean-Drapeau ensures integrated management of all maintenance activities at the park. The corporation provides operational support for the site's activities and events. The city is injecting a sum of $10,383.5 to help balance the Société's budget in 2009. An amount of $88.1 has also been earmarked as an indirect contribution to this item for expenditures that the city has assumed with respect to the Jean-Drapeau Park site.

Conseil des arts de Montréal

The Conseil des arts de Montréal (Montréal arts council) plays a key role in disseminating culture and in supporting artists through the promotion of artistic excellence. A contribution of $10,450.0 has been earmarked for this purpose in the 2009 Budget, up 2.5% from the Restated 2008 Budget.

Sociétés de développement commercial

The city of Montréal will pay a total of $8,518.2 to the 14 Sociétés de développement commercial (SDCs) (commercial development corporations). This amount will match contributions collected through member merchant dues.

Contributions to the Reconstituted Municipalities

The new municipal organization that was created in 2006 required a new sharing of responsibility. To achieve greater efficiency, certain activities that fall under the urban agglomeration's authority have been delegated to its reconstituted municipalities, particularly in such areas as the arterial road system and waste disposal. Because of the adoption of *An Act to amend various legislative provisions concerning Montréal* however, some of the urban agglomeration's authorities have become local ones, as is the case with operations involving the arterial road system.

Contributions for 2009 were accordingly calculated on the basis of the Restated 2008 Budget and in view of the following additional factors:

- Elimination of appropriations for operations on the arterial road system.
- An adjustment in the actual historic cost of solid waste disposal and reclamation.
- A reallocation to the Service des infrastructures, du transport et de l'environnement (infrastructure, transportation and environment) of expired waste disposal contracts.
- 2% indexing of all delegated activities after adjustment for the above-mentioned factors.

Table 9
Contributions to the Reconstituted Municipalities
(In thousands of dollars)

Reconstituted municipalities	2008 Restated	2009 Budget	% Change
Baie-D'Urfé	200.6	21.3	(89.4)
Beaconsfield[1]	935.1	535.5	(42.7)
Côte-Saint-Luc	1,003.9	31.5	(96.9)
Dorval[2]	1,407.9	89.0	(93.7)
Dollard-Des Ormeaux	1,888.3	120.1	(93.6)
Hampstead	131.2	99.8	(23.9)
Kirkland	1,543.3	35.8	(97.7)
Montréal-Est	1,077.4	33.5	(96.9)
Montréal-Ouest	44.7	11.5	(74.3)
Mont-Royal	1,737.7	138.0	(92.1)
Pointe-Claire	3,023.0	146.5	(95.2)
Sainte-Anne-de-Bellevue[1]	442.0	120.1	(72.8)
Senneville[1]	37.1	37.1	-
Westmount	798.9	145.5	(81.8)
Total	**14,271.1**	**1,565.2**	**(89.0)**

[1] Contributions from Beaconsfield, Sainte-Anne-de-Bellevue and Senneville include repayment for domestic waste disposal contracts that are still in effect in 2009 and consequently continue to be subdelegated to these municipalities.

[2] Including Île-Dorval.

In conclusion, only contributions pertaining to the disposal and reclamation of solid waste remain effective in the 2009 Budget. The total budget for contributions to the reconstituted municipalities in 2009 is $1,565.2.

Société d'habitation et de développement de Montréal

The city's financial contribution to the corporation stands at $1,100.0 for 2009. The decrease in this contribution from 2008 is due to such factors as a positive assessment of growth in the corporation's activities.

Other Organizations

Funding of $9,923.4 has been budgeted for contributions to other organizations and includes appropriations granted under agreements and partnerships with outside organizations. The following table lists these organizations and the amounts awarded to them.

The $3,207.1 decline in 2009 is primarily due to the elimination of a non-recurring amount of $1,380.5 that was granted to the Office municipal d'habitation de Montréal (Montréal housing office) in 2008 under the *Opération 15 000 logements* program and to the $2,002.8 reduction in loans of employees to outside organizations.

Table 10
Contributions to Other Organizations
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Montréal Museum of Archaeology and History	4,140.6	4,140.6	-
Office de consultation publique de Montréal	1,742.4	1,753.2	0.6
Ombudsman	830.0	1,018.4	22.7
Centre Marcel-de-la-Sablonnière	963.1	963.1	-
Employees loaned to outside organizations	2,672.7	669.9	(74.9)
Conseil du patrimoine	561.2	638.2	13.7
Office municipal d'habitation de Montréal	1,777.5	397.0	(77.7)
Federation of Canadian Municipalities	190.0	190.0	-
Montréal Centre of Excellence in Brownfields Rehabilitation	125.0	125.0	-
Société Marie-Victorin	20.0	20.0	-
Corporation d'Habitations Jeanne-Mance	8.0	8.0	-
Québec's 400th anniversary celebrations	100.0	0.0	(100.0)
Total	**13,130.5**	**9,923.4**	**(24.4)**

"Other Organizations" are partners that periodically team up with the city to carry out a specific project or event or to install a major facility. Other partners, such as Office de consultation publique (public hearing office) and the Ombudsman, work with the city on a more permanent basis.

Aliquot Shares for Financing Urban Agglomeration Activities

This item represents the contribution that must be earmarked in City Council Budget for financing activities falling under the authority of the Urban Agglomeration Council.

Table 11

Aliquot Shares for Financing Urban Agglomeration Activities

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
General aliquot shares	0.0	1,189,872.9	-
Aliquot shares – water service	0.0	89,950.3	-
Aliquot shares – drinking water supply	0.0	48,758.4	-
Aliquot shares – water financial reserve	0.0	64,941.0	-
Aliquot shares – first responder service	0.0	5,839.2	-
Aliquot shares – arterial road system debts (2006-2008)	0.0	25,875.8	-
Total	-	**1,425,237.6**	-

Financing

This heading includes long-term financing of operating activities and repayment of long-term debt.

Table 12

Financing

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Long-term financing of operating activities	0.0	(15,000.0)	-
Repayment of long-term debt	344,703.7	345,264.1	0.2
Decentralized repayment of long-term debt[1]	(27,591.6)	(31,436.1)	13.9
Total	**317,112.1**	**298,828.0**	**(5.8)**

[1] These expenditures are listed in the budgets of certain boroughs and city departments.

Long-Term Financing of Operating Activities

The Service des infrastructures, du transport et de l'environnement (infrastructure, transportation and environment) will proceed with the purchase of recycling bins for $15 million. Under the borrowing by-law that was adopted for this purpose in 2008, this expenditure will be funded by a five-year loan, corresponding to the average anticipated service lives of these bins.

Repayment of Long-Term Debt

This heading pertains to all centralized costs associated with the long-term funding of capital works expenditures. Repayment of long-term debt comprises the repayment of principal, plus contributions to the sinking funds.

In the 2009 Budget, long-term debt repayment expenditures stand at $345,264.1, up $560.4 (+0.2%). This rise is primarily due to increased borrowing required for the long-term financing of new capital expenditures, partly offset by the maturing of certain debts.

Of this total amount, $31,436.1 has been charged directly to the budgets of the following entities: the Commission des services électriques (electrical service commission), the Muséums nature de Montréal (Montréal's nature museums), the Water Fund and certain boroughs.

INTERNAL TRANSACTIONS

To help consolidate budget data, certain transactions resulting from the invoiced exchanges of service between business units must be eliminated, which means deducted from total revenues and expenditures, so that such revenues and expenditures will not be counted twice. These transactions are known as "internal transaction" or "transactions to be eliminated."

Table 13
Elimination of Internal Transactions

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Elimination of internal transactions	**(175,297.5)**	**(1,606,530.6)**	**816.5**
Total	**(175,297.5)**	**(1,606,530.6)**	**816.5**

Inter-Entity Transactions to be Eliminated

As provided by law, the City Council Budget and the Urban Agglomeration Council Budget must be formulated within two separate accounting entities. Inter-entity transactions to be eliminated result from the exchange of billed services between business units when the supplier is based in an accounting entity different from that of the client.

The strong growth posted in 2009 is primarily due to the introduction of the concept of using aliquot shares to provide some $1,425,237.6 in funding for the city's urban agglomeration activities.

SUPPLEMENTARY INFORMATION

REVIEW OF EXPENDITURES AND FINANCING BY ITEM

The Expenditures by Item, pursuant to the Manuel de la presentation de l'information financière municipale of the ministère des Affaires municipales et des Régions, serves to provide economic information on goods and services acquired and on financing.

Chart 4
Expenditures by Item

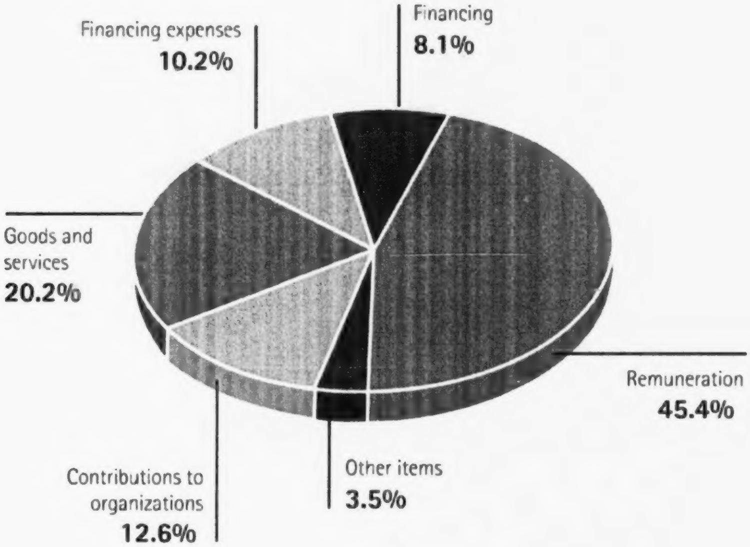


Table 14

Review of Expenditures and Financing by Item

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Expenditures			
Remuneration			
- elected representatives	9 434,8	9 598,9	1,7
- employees	1 367 742,3	1 392 111,5	1,8
	1 377 177,1	1 401 710,4	1,8
Employer contributions	414 294,1	447 774,2	8,1
	1 791 471,2	1 849 484,6	3,2
Transportation and communication	40 473,0	44 516,0	10,0
Professional services			
- professional fees	70 898,7	77 178,6	8,9
Technical and other services	251 354,7	265 929,4	5,8
Leasing, maintenance and repair			
- leasing	90 788,4	87 368,8	(3,8)
- maintenance and repairs	80 021,3	83 597,2	4,5
	170 809,7	170 966,0	0,1
Non-durable goods			
- delivery of public services	86 495,3	87 019,4	0,6
- other non-durable goods	142 406,1	148 690,6	4,4
	228 901,4	235 710,0	3,0
Durable goods	11 444,8	28 047,0	145,1
Financing expenses			
- interest and other charges on long-term debt payable by:			
- municipality	268 989,4	276 167,6	2,7
- from other municipal bodies	0.0	139,8	-
- governments of Québec and Canada	93 863,1	78 772,6	(16,1)
- third party	51 517,0	54 017,1	4,9
- other financing expenses	1 414,5	1 416,1	0,1
	415 784,0	410 513,2	(1,3)
Contributions to organizations			
- municipal organizations			
- distribution of expenditures	27 313,6	30 913,6	13,2
- other	335 698,3	356 276,5	6,1
- government organizations	47 186,2	48 645,5	3,1
- reconstituted municipalities	14 271,1	1 565,2	(89,0)
-other organizations	70 277,9	76 972,9	9,5
	494 747,1	514 373,7	4,0
Other items			
- bad or unrecoverable debt expenditures	18 011,6	7 333,6	(59,3)
- other	129 926,8	136 409,2	5,0
	147 938,4	143 742,8	(2,8)
Total expenditures	**3 623 823,0**	**3 740 461,3**	**3,2**
Financing			
Long-term financing of operating activities	0.0	(15 000,0)	-
Repayment of long-term debt	344 703,7	345 264,1	0,2
Total financing	**344 703,7**	**330 264,1**	**(4,2)**
Total expenditures and financing	**3 968 526,7**	**4 070 725,4**	**2,6**

Remuneration

In 2009, global remuneration stands at $1,849.5 million, up $58 million over the Restated 2008 Budget. This rise is due to a $24.5 million increase in pay and an additional $33.5 million in employer contributions.

The additional $24.5 in pay is primarily due to:

- Wage indexing and the adjustment of pay scales.
- Employee attrition due to the income security management program.
- A contribution to water management.

The main modifications in employer contributions are:

- An $8.6 million increase in payroll taxes and fringe benefits.
- A $24.9 million increase in the cost of retirement plans, including current service and a contribution to offset fluctuations in the financial markets.

Other Expenditure Items

This heading includes the following items: "Transportation and Communication," "Professional", "Technical and Other Services," "Leasing, Maintenance and Repair," "Non-Durable Goods," "Durable Goods," "Contributions to Organizations" and "Other items."

The budget for the "Transportation and Communications" item is up $4 million, which is primarily due to:

- An addition of $2.1 million for the 2009 elections.
- Implementation of a communications plan for the recyclable materials management program, for an investment of $1.3 million.
- An additional $0.6 million for increasing the communications and transportation budgets.

The $20.9 million increase in "Professional, Technical and Other Services" expenditures primarily results from:

- Budgeting $5.5 million for the 2009 elections.
- An additional $10 million for waste collection, transportation and disposal services and for snow removal contracts.
- An additional $0.4 million in funding to improvement protection and safety services on Mount Royal.
- Funding of $0.5 million earmarked for first responder services.
- Funding of $2.7 million set aside for improved snow removal operations.

The "Non-Durable Goods" item is up $6.8 million, primarily because of:

- An estimated $3.5 million rise in energy costs.
- A rise in the budget for buying firefighter uniforms, the parts and accessories budget and the office supplies budget.

The "Durable Goods" budget has increased by $16.6 million, primarily due to the planned acquisition of recycling bins for $15 million.

The "Contributions to Organizations" heading, which comprises funding paid to various partners, has grown by $19.6 million, which is due to the following changes:

- A $22 million increase in the contribution to the Société de transport de Montréal (STM), an additional $3.6 million to the CMM and $2.7 million more to the Agence métropolitaine de transport (AMT).
- A $12.7 million cut in contributions to the related municipalities, primarily because of the transfer of powers under *An Act to amend various legislative provisions concerning Montréal* (Bill 22).
- Adjustments in contributions to certain partners, such as the Société du parc Jean-Drapeau, le Canada Council for the Arts and the sociétés de développement commercial (SDCs) (commercial development corporations).

The $4.2 million reduction in the "Other items" is largely due to:

- A downward revision of $10.7 million in the bad debt allowance.
- An $8.6 million reduction in costs due to the closure of the Complexe environnemental Saint-Michel (CESM).
- Acquisition of water meters for institutional, commercial and industrial buildings ("ICI program"), for $13 million.
- An additional $1 million to the effort to stop spousal violence.
- A $1.7 million injection into election expenditures.

Financing Expenses

Financing Expenses include interest and other costs involved in the financing of municipal activities.

Financing expenses dropped $5.3 million in 2009 Budget, compared with the Restated 2008 Budget. This difference is due to two changes. The first is an increase due to lending, including $7.1 million for water management, and a decrease in interest costs at the time of refinancing other loans.

Long-Term Financing of Operating Activities

This item represents long-term financing of operating activities. The budget, which is financed by $15 million in loans, applies to the purchase of recycling bins.

Repayment of Long-Term Debt

The repayment of long-term debt comprises the cost of repaying principle and the cost of contributions to the sinking funds. The $560.4 (+0.2%) difference with respect to 2008, reflects the impact of increased borrowing, which is eased by the maturation of certain other debts.

GLOBAL REMUNERATION

Global remuneration is the budget's largest expenditure item. The following table highlights the key components of payroll, namely remuneration and employer contributions. The latter include city contributions to various government plans (employee benefits), the Québec parental insurance plan, unemployment insurance, and various fringe benefits, such as retirement plans and group insurance.

Global remuneration totals $1,849,484.6 in the 2009 Budget or 45.4% of the city's Overalll Operating expenditures Budget. This represents a $58 million (2.0%) rise over the 2008 Restated Budget. Remuneration is up 1.8%, while employer contributions have climbed 8.1%.

Table 15
Payroll Components
(In thousands of dollars)

	2009 Budget	Relative %
Remuneration	**1 401 710,4**	**75,8%**
Fringe benefits	**152 205,1**	**8,2%**
Employee benefits		
Pension plans	166 363,5	9,0%
Actuarial deficits	51 155,2	2,8%
Group insurance	73 825,8	4,0%
Other benefits	4 224,6	0,2%
	295 569,1	**16,0%**
Total	**1 849 484,6**	**100,0%**

The main differences with respect to the 2008 Budget in terms of global remuneration are:

- An increase of more than $24.2 million, primarily due to the indexing of employee salaries.
- An $8.5 million increase due to adjustments in statutory pay scales.
- A decline of some $8.2 million due to the agreement between Montréal and the Government of Québec concerning transfer to the latter of responsibility for administering income security operations within the former city.

In terms of employer-employee contributions, the main differences with respect to global remuneration are:

- An $8.6 million increase in payroll taxes and fringe benefits due to the foregoing remuneration factors.

- A $13.1 million increase, particularly with respect to retirement plan expenditures, particularly for police officers and fire fighters, based on new actuarial valuations.
- An $11.8 million increase in retirement plan costs, primarily to offset fluctuations in the financial markets.

Table 16

Analysis of Remuneration and Employer Components

(In thousands of dollars)

	Authorized structures	Remuneration	Employer contributions		Total compensation
			Employee benefits	Payroll taxes	
	p.y.	$000	$000	$000	$000
Elected officials	105.0	9,598.9	2,683.5	793.6	13,076.0
Managerial staff and foremen	2,000.8	186,431.2	49,225.8	17,763.0	253,420.0
Professional and white-collar employees	7,447.8	416,746.9	91,311.0	50,580.6	558,638.5
Blue-collar employees	4,520.3	241,181.7	57,873.4	31,967.1	331,022.2
Police officers	4,446.8	339,255.3	46,003.8	30,014.9	415,274.0
Firefighters	2,287.8	177,236.8	44,245.8	17,192.8	238,675.4
School-crossing guards	224.4	5,944.0	0.0	640.2	6,584.2
Total	**21,032.9**	**1,376,394.8**	**291,343.3**	**148,952.2**	**1,816,690.3**
Income security[1]		25,315.6	4,225.8	3,252.9	32,794.3
Total	**21,032.9**	**1,401,710.4**	**295,569.1**	**152,205.1**	**1,849,484.6**

[1] Under the agreement between Montréal and the Government of Québec, the latter administers income security operations within the former city as of 2008. Employees working in this sector who remain city workers are loaned to the Government of Québec in exchange for financial compensation. These employees are not part of the city's workforce, but their pay appears in the expenditure budget.

CHANGE IN WORKFORCE SIZE

The authorized operating budget structure for 2009 stands at 21,032.9 person-years, representing a net 66.1 person-year increase over the Restated 2008 Budget.

This change is due to a reduction of 188.7 positions due to various restructurings of the work organization, for a total cut to date of 799.9 out of the 1,000 positions to be eliminated by December 31, 2009. Furthermore, 254.8 positions were created in essentially two top-priority sectors of city administration: infrastructure and safety.

Change in Borough Workforce Size

Borough workforce size is down 106.9 person-years from the Restated 2008 Budget. This net change results from efforts deployed to reduce the workforce by 1,000 person-years and by the addition of 53.6 person-years to support the city administration's efforts in three high-priority areas: libraries, cleanliness and safety (road markings and signage). The net change for the boroughs is a reduction of 53.3 person-years.

Change in City Department Workforce and Other Budget Items

The city department workforce has been cut 81.8 person-years. This net change is due the efforts deployed to reduce the workforce by 1,000 person-years and by the addition of 201.2 person-years to support the city administration's efforts in two high-priority areas: infrastructure (water and the *Transportation Plan*) and safety (police in the subway, street gang prevention initiative and safety risk cover plans). The net change for the city departments is a 119.4 person-year increase.

Table 17.1

Distribution of Human Resources Throughout the Organizational Structure—2006-2009 Cumulative

(In person-years)

	2006 Restated[2]	Priority files and adjustments	Reduction of workforce	2009 Budget
Boroughs				
Ahuntsic-Cartierville	396.2	24.5	(34.2)	386.5
Anjou	214.3	4.0	(10.7)	207.6
Côte-des-Neiges–Notre-Dame-de-Grâce	493.5	19.0	(29.6)	482.9
Lachine	266.0	1.0	(13.5)	253.5
LaSalle	307.2	12.9	1.0	321.1
L'Île-Bizard–Sainte-Geneviève	97.0	2.9	(3.6)	96.3
Mercier–Hochelaga-Maisonneuve	538.9	8.2	(41.5)	505.6
Montréal-Nord	348.6	19.1	(20.6)	347.1
Outremont	105.5	-	(6.0)	99.5
Pierrefonds-Roxboro	279.5	-	(20.2)	259.3
Plateau-Mont-Royal	421.5	8.9	(27.6)	402.8
Rivière-des-Prairies–Pointe-aux-Trembles	401.6	14.8	(24.6)	391.8
Rosemont–La Petite-Patrie	538.4	50.3	(29.7)	559.0
Saint-Laurent	546.7	21.5	(37.8)	530.4
Saint-Léonard	298.0	1.0	(22.5)	276.5
Sud-Ouest	396.1	23.7	(20.1)	399.7
Verdun	319.5	2.0	(24.0)	297.5
Ville-Marie	536.5	15.3	(32.3)	519.5
Villeray–Saint-Michel–Parc-Extension	448.5	7.8	(34.2)	422.1
Total for boroughs	**6,953.5**	**236.9**	**(431.7)**	**6,758.7**
Central departments				
Direction générale	23.0	-	(2.0)	21.0
Affaires corporatives	1,528.8	39.7	(102.9)	1,465.6
Capital humain	131.9	8.0	(22.9)	117.0
Commission de la fonction publique	6.0	-	-	6.0
Commission des services électriques	110.0	8.0	-	118.0
Communications et relations avec les citoyens	173.4	(15.0)	(24.2)	134.2
Développement culturel, Qualité du milieu de vie et Diversité ethnoculturelle[1]	1,821.1	(857.2)	(72.3)	891.6
Direction des systèmes d'information	364.5	36.5	(2.5)	398.5
Finances	485.8	55.0	(54.8)	486.0
Infrastructures, Transport et Environnement	1,123.6	92.5	(10.6)	1,205.5
Mise en valeur du territoire et du patrimoine	778.1	12.9	(52.1)	738.9
Police	5,582.6	358.8	(21.0)	5,920.4
Secrétariat de liaison	-	4.0	-	4.0
Sécurité incendie	2,663.2	41.8	1.0	2,706.0
Vérificateur général	35.0	1.0	-	36.0
Total - central departments	**14,827.0**	**(214.0)**	**(364.3)**	**14,248.7**
Other budget items[1] [2]	-	29.4	(3.9)	25.5
Total	**21,780.5**	**52.3**	**(799.9)**	**21,032.9**

Table 17.2

Distribution of Human Resources Throughout the Organizational Structure

(In person-years)

	2008 Restated	Priority files and adjustments[1]	Reduction of workforce	2009 Budget
Boroughs				
Ahuntsic-Cartierville	376.0	5.1	5.4	386.5
Anjou	208.4	4.0	(4.8)	207.6
Côte-des-Neiges–Notre-Dame-de-Grâce	489.0	6.4	(12.5)	482.9
Lachine	254.3	0.0	(0.8)	253.5
LaSalle	318.1	0.0	3.0	321.1
L'Île-Bizard–Sainte-Geneviève	94.3	2.0	0.0	96.3
Mercier–Hochelaga-Maisonneuve	538.2	4.0	(36.6)	505.6
Montréal-Nord	352.1	0.0	(5.0)	347.1
Outremont	101.5	0.0	(2.0)	99.5
Pierrefonds-Roxboro	261.7	0.0	(2.4)	259.3
Plateau-Mont-Royal	409.5	0.0	(6.7)	402.8
Rivière-des-Prairies–Pointe-aux-Trembles	395.5	3.3	(7.0)	391.8
Rosemont–La Petite-Patrie	552.4	19.1	(12.5)	559.0
Saint-Laurent	531.4	0.0	(1.0)	530.4
Saint-Léonard	284.5	1.0	(9.0)	276.5
Sud-Ouest	396.0	6.7	(3.0)	399.7
Verdun	299.5	0.0	(2.0)	297.5
Ville-Marie	525.5	2.0	(8.0)	519.5
Villeray–Saint-Michel–Parc-Extension	424.1	0.0	(2.0)	422.1
Total for boroughs	**6,812.0**	**53.6**	**(106.9)**	**6,758.7**
Central departments				
Direction générale	19.0	2.0	0.0	21.0
Affaires corporatives	1,483.8	9.0	(27.2)	1,465.6
Capital humain	117.0	0.0	0.0	117.0
Commission de la fonction publique	6.0	0.0	0.0	6.0
Commission des services électriques	117.0	1.0	0.0	118.0
Communications et relations avec les citoyens	136.2	0.0	(2.0)	134.2
Développement culturel, Qualité du milieu de vie et Diversité ethnoculturelle	892.3	0.5	(1.2)	891.6
Direction des systèmes d'information	401.0	0.0	(2.5)	398.5
Finances	497.5	1.0	(12.5)	486.0
Infrastructures, Transport et Environnement	1,174.2	40.5	(9.2)	1,205.5
Mise en valeur du territoire et du patrimoine	774.5	(11.4)	(24.2)	738.9
Police	5,800.1	123.3	(3.0)	5,920.4
Secrétariat de liaison	0.0	4.0	0.0	4.0
Sécurité incendie	2,674.7	31.3	0.0	2,706.0
Vérificateur général	36.0	0.0	0.0	36.0
Total - central departments	**14,129.3**	**201.2**	**(81.8)**	**14,248.7**
Other budget items[1 2]	25.5	0.0	0.0	25.5
Total	**20,966.8**	**254.8**	**(188.7)**	**21,032.9**
2006-2009 Cumulative	**21,780.5**	**52.3**	**(799.9)**	**21,032.9**

Notes for Table 17.1:

[1] The reduction in the workforce is primarily due to the agreement on managing income security activities. The Government of Québec assumed this responsibility in exchange for financial compensation.

[2] The 2006 workforce has been adjusted to make it comparable with that of 2009. These adjustments primarily consider activities for which budgets existed in 2006 but lacked person-year equivalents, as was the case with the water treatment plants and certain development project operations.

Notes for Table 17.2:

[1] This heading primarily concerns items assigned to priority borough-based projects, including activities pertaining to the library system and cleanliness. In the city departments, it pertains to activities including security in the subway system, street gang prevention initiative, water management involving the hiring of engineers and technical officers and the safety cover plan.

[2] The workforce presented under this heading is associated with the e-Cité/311 project.

Other notes:

- Under the agreement between Montréal and the Government of Québec, the latter will administer income security operations within the former city starting in 2008 in exchange for financial compensation. Funding in the 2009 Budget will, accordingly, include remuneration equivalent to 492.0 person-years.
- These authorized structures only represent person-years that are financed out of the operating budget.
- If an activity is carried out on behalf of multiple units, the entire expenditure budget is distributed among those units. The workers, however, who perform the activity, all appear in the service provider budget. For example, the structure of the Rosemont–La Petite-Patrie borough contains 148.8 person-years of workers who perform marking and signage operations throughout the former city.

SUMMARY OF THE
2009-2011 THREE-YEAR
CAPITAL WORKS PROGRAM

THREE-YEAR CAPITAL WORKS PROGRAM IN SHORT

The Three-Year Capital Works Program (TCWP) comprises a range of projects that the administration plans to carry out in building a city to meet resident expectations.

A total of $3.4627 billion in investments has been earmarked for the city's 2009-2011 TCWP, of which $1.997 billion is to be financed by loans to be repaid by residents.

Investments slated for 2009 stand at $1.1564 billion. These investments will primarily serve in restoring and increasing assets for the "Environmental Hygiene," "Transportation" and "Recreation and Culture" functions. Of this amount, taxpayers will be responsible for loans of $695.6 million, with taxpayers throughout the urban agglomeration responsible for $330.8 million and taxpayers of the residual city responsible for $364.8 million. Costs will be shared according to the type of project. Projects are charged to either the agglomeration or city councils, according to their respective jurisdictions.

The 2009-2011 Three-Year Capital Works Program provides for 9.1% growth in investment over the 2008-2010 TCWP. This increase is primarily due to higher investment under the "Environmental Hygiene" function. The 2009-2011 TCWP has earmarked additional investments for rehabilitating water mains and sewer lines and to bring water production and filtration plants up to standard.

The 2009-2011 Three-Year Capital Works Program has two components: the City Council Budget and the Urban Agglomeration Council Budget. The City Council Budget pertains to projects planned within the city itself, including projects to which the boroughs have assigned high priority for providing local services. The Urban Agglomeration Council Budget comprises projects scheduled for the urban agglomeration (the island's 16 municipalities) and that fall within the areas of responsibilities vested to the Urban Agglomeration Council by law.

The city is devoting large sums of money this year to its Road Repair Program, to the rehabilitation of water supply facilities and to Investment Fund activities. The 2009-2011 TCWP has accordingly earmarked $413.5 million for road repair. The city will also continue to increase its efforts to rehabilitate the water supply system. It has earmarked $1.0968 billion for this task for the 2009-2011 period. Of that figure, $762.5 million will apply to the Urban Agglomeration Council's TCWP and $334.3 million to that of the City Council.

In the area of economic development, the city will be investing more than $429.7 million from 2009 through 2011 in such large-scale projects as the Quartier des spectacles, redevelopment of the Outremont railroad yards and development of the Montréal Harbourfront.

Overall, 69.1% of the TCWP investments will be allocated to the protection of city assets in view of providing the best possible service to residents.

The following table presents capital expenditures for the 2009-2011 period by municipal function (by purpose).

The "Transportation" function comprises expenditures pertaining to the restoration and development of the road systems. The "Environmental Hygiene" function comprises expenditures pertaining to water, solid waste management and environmental protection. The "Recreation and Culture" function comprises investments pertaining to recreational and cultural equipment and heritage assets.

Table 18

Capital Expenditures by Municipal Function

(In thousands of dollars)

Total - Ville de Montréal Budget	**City Council**		**Urban Agglomeration Council**		**Ville de Montréal**	
Municipal Functions	**2009**	**2009-2011**	**2009**	**2009-2011**	**2009**	**2009-2011**
General administration	34,534.0	91,392.0	24,501.0	78,648.0	59,035.0	170,040.0
Public security	-	-	41,540.0	129,478.0	41,540.0	129,478.0
Transportation	260,628.0	749,941.0	104,305.0	392,246.0	364,933.0	1,142,187.0
Environmental hygiene	118,074.0	382,257.0	266,720.0	824,813.0	384,794.0	1,207,070.0
Urban planning and development	64,523.0	193,053.0	12,922.0	55,365.0	77,445.0	248,418.0
Recreation and culture	144,300.0	394,398.0	84,379.0	171,115.0	228,679.0	565,513.0
Total	**622,059.0**	**1,811,041.0**	**534,367.0**	**1,651,665.0**	**1,156,428.0**	**3,462,706.0**

ANALYSIS OF FINANCING METHODS

Expenditures under the Three-Year Capital Works Program are largely financed by long-term loans serviced through the operating budget.

The city's various financial partners also help finance such expenditures. Among these partners, the provincial and federal governments participate by providing transfer payments.

Table 19
Summary of Financing Methods
(In thousands of dollars)

Methods of financing	2009	2010	2011	Total
Contributions paid by developers	4,150.0	2,326.0	5,326.0	11,802.0
Transfers relating to cost-sharing agreements and other transfers	315,867.0	341,680.0	381,055.0	1,038,602.0
Accumulated surpluses, general taxes and other	82,087.0	67,451.0	87,976.0	237,514.0
Loans repaid out of commercial activities	58,655.0	61,305.0	57,800.0	177,760.0
Loans charged to the Urban Agglomeration Council	330,833.0	314,760.0	325,146.0	970,739.0
Loans charged to the City Council	364,834.0	346,764.0	314,691.0	1,026,289.0
Total	**1,156,426.0**	**1,134,286.0**	**1,171,994.0**	**3,462,706.0**

Contributions Paid by Developers

Contributions paid by developers, which are often called "deposits," represent the financial participation of real estate developers to capital works projects.

Transfers Relating to Cost Sharing Agreements and Other Transfers

This heading pertains to all grants addressing specific purposes.

Accumulated Surpluses, General Taxes and Other

This heading includes investments financed by surplus or reserve allocations, as well as allocations of investment expenditures financed by tax revenues.

Loans Repaid out of Commercial Activities

These loans, which pertain to the work of the Commission des services électriques (electrical service commission), are repaid out of the proceeds of the latter's' commercial activities.

Loans Charged to the Urban Agglomeration Council

Urban agglomeration taxpayers are fully responsible for the funding costs of these loans.

Loans Charged to the City Council

These loans are those entirely serviced by city taxpayers.

DEBT AND FINANCIAL PORTRAIT

INDEBTEDNESS

The city administration funds its capital expenditures primarily through long-term debt. The city's debt profile is heavily influenced by projects carried out under past and present three-year capital works (TCWP) budgets.

In special cases, the city may also borrow to finance other kinds of expenditures falling within its areas of authority. This situation arose, for example, in the refinancing of the initial actuarial liability of the former city that began in 2003 and continued in 2004 and 2005. As at December 31, 2007, gross debt issued by the Ville de Montréal thus stood at $6.4 billion. Long-term debt hovers around $5 billion, excluding debt issued for refinancing the actuarial liabilities of five of the six retirement plans for employees of the former city.

In view of capital expenditures earmarked for 2008, matured loans and refinancing, debt should total $5.2 billion at the end of 2008.

Capital expenditures affect the city's level of indebtedness. They also affect the operating budget not only in terms of operating expenditures, but in terms of the cost of debt. That is why investment levels must be set with a constant concern for containing the scope of the debt, thus limiting the pressure exerted by the cost of this debt on the city's operating budget.

The table on the following page provides a better idea of how indebtedness affects the city's operating budget by distinguishing between gross and net costs of the debt. This table also reveals the share of costs now assumed by taxpayers of the urban agglomeration of Montréal.

The $845.9 million earmarked in the 2009 Budget for gross funding costs is equivalent to 20.6% of all funding costs and other financial activities. Taxpayers, however, are not responsible for a large share of this cost, which is partially repaid by Government of Québec grant programs and by fees charged by the Commission des services électriques (electrical service commission) de Montréal. Long-term investments are, moreover, obtained in view of accumulated sinking fund reserves, to ensure future loan repayment. These investments generate interest that serves to defray a share of taxpayer cost. Net debt in 2009 stands at $599.2 million, equivalent to 14.6% of all operating expenditures and other financial activities.

A share ($108.2 million) of the gross cost of debt in 2009 is attributable to the refinancing of the initial actuarial liability of five of the six retirement plans for employees of the former city. Since the strategy in question enabled the city to repay the retirement plans, it is no longer necessary to make special contributions to them. Loans were, however, taken out to achieve this goal, thus generating funding costs.

Excluding funding costs for refinancing of the initial actuarial liability, gross funding costs stand at $737.6 million, or 18% of all operating expenditures. The net cost is $516.2 million, or 12.6% of all operating expenditures.

From the time the urban agglomeration was established, its taxpayers have been responsible for a portion of the cost of debt. For 2009, their contribution stands at $198.0 million.

Table 20
2009 Cost of Debt
(In thousands of dollars)

	2008 Restated	**Total cost 2009**	**Refinancing of unfunded actuarial liability 2009**	**Total cost excluding unfunded actuarial liability 2009**
Gross cost of debt				
Interest and other charges	415,784.0	410,513.2	92,509.4	318,003.8
Reimbursement of capital expenditures and contributions to the sinking fund	344,703.7	345,264.1		345,264.1
	760,487.7	755,777.3	92,509.4	663,267.9
Allocation to debt repayment	10,466.1	11,822.4	7,336.7	4,485.7
Capital repayement through subsidies	74,996.2	78,289.7	8,393.9	69,895.8
Total gross cost of debt	845,950.0	845,889.4	108,240.0	737,649.4
Less:				
Sinking fund investment income	58,733.8	54,611.3	1,466.7	53,144.6
Premium on issue – Deferred and interest revenue	3,086.0	2,477.8	2,477.8	
Amounts assumed by the reconstituted municipalities		2,485.2		2,485.2
Québec government subsidies receivable				
- for interest portion	80,971.2	68,316.9	12,901.6	55,415.3
- for capital portion	74,996.2	78,289.7	8,393.9	69,895.8
	217,787.2	206,180.9	25,240.0	180,940.9
Less:				
Collection in the form of royalties from underground conduit funds	37,685.9	40,462.7	-	40,462.7
Total net cost of debt charged to taxpayers	590,476.9	599,245.8	83,000.0	516,245.8
Distribution of charge among taxpayers				
Urban agglomeration taxpayers	**174,095.3**	**197,989.6**	-	**197,989.6**
Ville de Montréal taxpayers	**416,381.6**	**401,256.2**	**83,000.0**	**318,256.2**
Proportion of the debt service costs compared to all operating expenses and other financial activities				
Gross cost of debt	21.3%	20.6%	2.6%	18.0%
Net cost of debt	14.9%	14.6%	2.0%	12.6%

DEBT MANAGEMENT

Montréal's Executive Committee, in its capacity as administrator of public funds, places great emphasis on sound financial management of the city's financial resources. A key factor in this management process obviously pertains to the debt. Public debt must be administered in a reasonable manner, which means taking into account the ability of taxpayers to pay (net cost of debt), while providing residents with quality services.

In 2005, Moody's Investor Services upgraded the city's credit rating from "A2" to "A1." In 2006, it again upgraded Montréal's credit rating, this time from "A1" to "Aa2," the best rating in Montréal's history. Moody maintained this rating in 2007 and 2008. Standard and Poor's has renewed its rating of Montréal as "A+ stable."

As mentioned above, Montréal borrows to finance most of its investments. It is widely recognized that the necessary investments are expensive and obviously exceed the ability of taxpayers to pay. Although there is no legal limit to Montréal's level of indebtedness, the city should not acquire excessive debt and must therefore make certain choices. The city administration has accordingly developed a financial strategy to take this indebtedness into account. The city introduced the resulting debt-management policy in the 2004 Budget.

This debt management policy is designed to:

- Define debt management goals.
- Make the decision-making process more systematic.
- Ensure consistent decisions on indebtedness, by introducing discipline and continuity into the decision-making process.
- Acquire a framework aimed not only at maintaining, but ideally at improving, Montréal's financial situation.

Through its debt management policy, the city intends to:

- Responsibly and prudently manage the city's debt, which means adopting a formal framework defining rules for borrowing.
- Adopt practices that serve to remedy the city's high level of indebtedness.
- Ensure stable access to capital markets, particularly at advantageous rates.
- Improve its financial situation and thereby maintain, or if possible, boost, the city's credit rating.

Practices adopted within the framework of Montréal's public debt management policy fall under five broad headings. Any exceptions to this policy must be approved, as the case may be, by the City Council or the Urban Agglomeration Council. For further information on this topic, readers may refer to the city's debt management policy online at: **ville.montreal.qc.ca**/finances.

A variety of debt management policy measures have an impact on budgeted expenditures. Pursuant to this policy, for example, the city is applying $21.9 million of voluntary contributions in 2009 to accelerated reduction of the municipal debt. The debt management policy will accordingly have served to trim the debt by $143.9 million from the time that it was established in 2004 through the end of 2009.

Implementation of the debt management policy is helping to raise the city's financial profile and thus its credit rating. This policy also sets certain guidelines in terms of indebtedness and debt service burden.

The following section provides a financial portrait that clearly outlines the city's debt status and some of the guidelines established under the debt management policy.

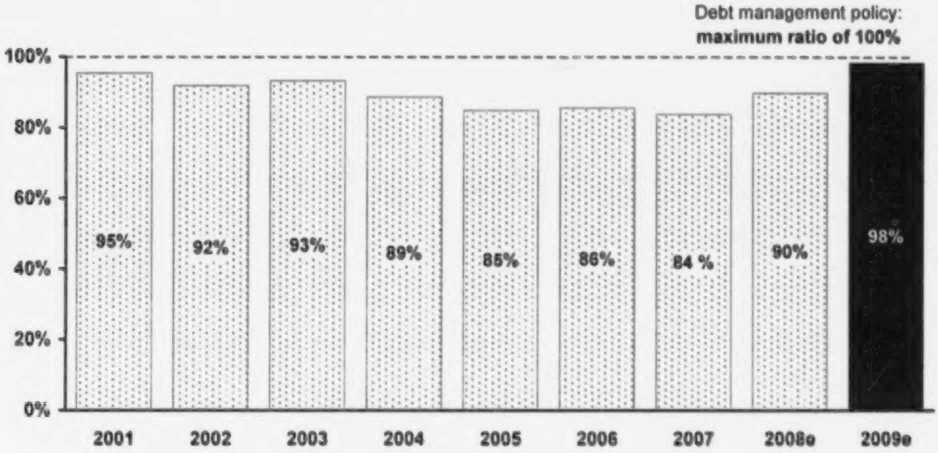
FINANCIAL PORTRAIT

Since the municipal merger of 2002, the city has instituted various financial and budgetary policies and frameworks. These "resources" were designed to ensure the sound management of public moneys and to provide short-, medium- and long-term improvements to the city's financial situation. This report describes the evolution of various financial criteria over the past nine years and demonstrates how the city's financial situation has improved as a whole.

Decreased Net Direct and Indirect Debt Burden[1]

The debt management policy that has been in force since 2004 sets various criteria for guiding the city's debt-related activities. One such criterion is designed to cap direct and indirect debt at 100% of city revenues, excluding refinancing of the initial actuarial liability. A review of the data shows that, despite substantial growth in net debt of the Société de transport de Montréal,[2] this ratio still remains lower than 100%, at 98%.

Chart 5
Net Direct and Indirect Debt (Excluding Initial Actuarial Liability), from 2001 to 2009 as a Percentage of Revenues
(As at December 31 of each year)



e: estimated.

---

[1] Indirect debt comprises debt from the city's accounting entities, which include the Société de transport de Montréal, the Société d'habitation et de développement de Montréal, the Société de développement de Montréal and Corporation Anjou 80. The debt for 2005 has been adjusted in view of loan deferrals following the territorial reorganization. To balance out this special situation, we have added $250 million to the debt of 2005. Debts in 2006 for the reconstituted municipalities have generally been excluded from Montréal's debt. In other words, the reconstituted municipalities will remain responsible for their respective debts.

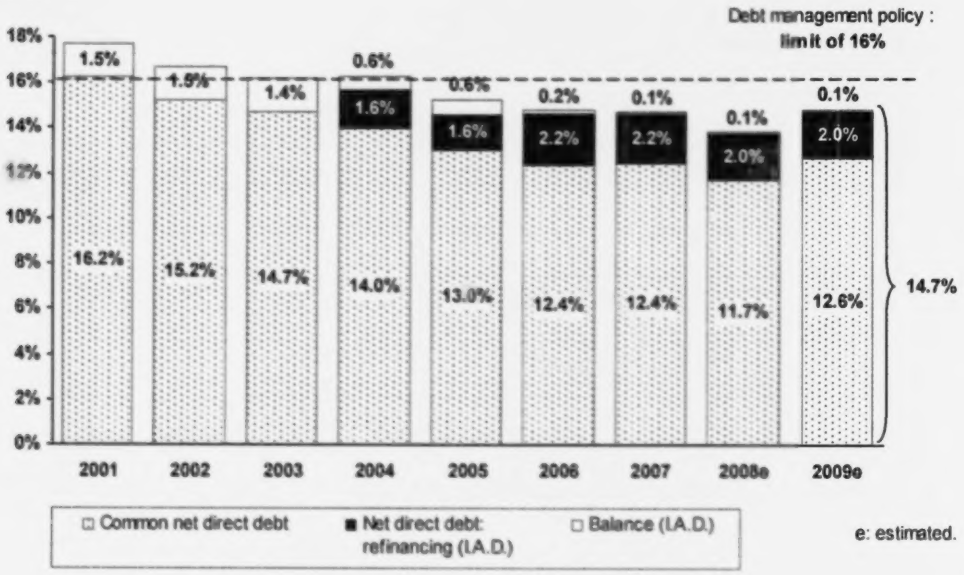
[2] Net debt of the Société de transport de Montréal is expected to rise from $164.9 million in 2001 to $553.0 million in 2009.

Relative Debt Service Burden

The following chart presents net debt service burden with respect to all expenditures. The city's debt management policy caps the relative debt service burden at 16% of all city expenditures. From 2003 to 2005, for example, the city proceeded to refinance the initial actuarial liability of five of its six retirement plans (managers, supervisors, public servants, firefighters and professional workers). This refinancing process served to increase funding costs. The increase has, however, been offset by a reduction in special contributions.

Net debt service burden in 2001 was 16.2% of all operating expenditures and financing. This ratio dropped in the 2009 Budget to 12.6%. Even with financial expenses associated with refinancing the initial actuarial liability, the total net debt service burden (14.7%) has declined substantially with respect to 2001.

Chart 6
Net Debt Service Cost as a Percentage of Expenditures and Financing from 2001 to 2009
(Budget data)



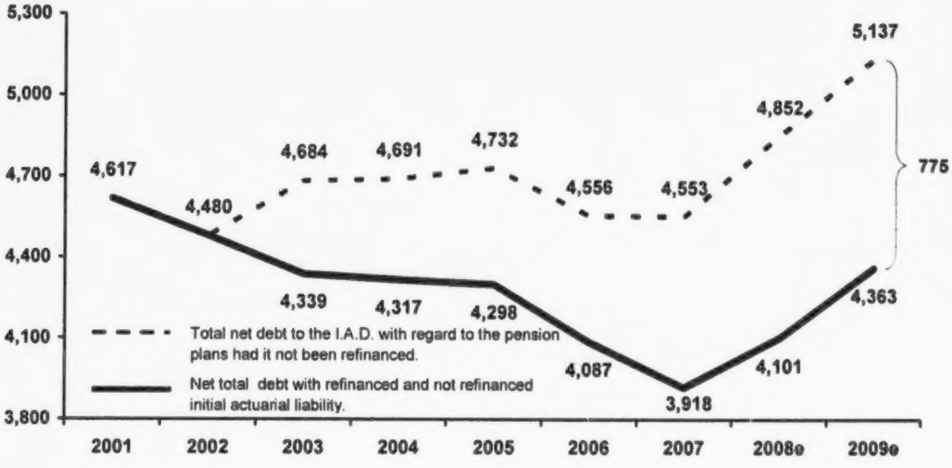
Improved Financial Results

As at December 31, 2001, the Ville de Montréal's net direct debt stood at $3 billion. The former city also had an initial actuarial liability of $1.6 billion with respect to its retirement plans, bringing the total to $4.6 billion.

One special feature of this initial actuarial liability is that it was scheduled to grow over the years until 2011, since special contributions that had been set aside were inadequate to pay the interest on this debt. The city's deployment of a strategy for refinancing this actuarial liability has largely served to rectify this situation and to improve Montréal's financial results by $775 million, primarily by:

- Reducing the initial actuarial liability in the amount of some $240 million, through the cooperation of the Government of Québec, which has agreed to assume responsibility for this debt component.
- A gain of $535 million resulting from various aspects of this strategy, such as:
  - Freezing of the amount of the initial actuarial liability, which has largely served to prevent future growth of this debt.
  - Modification of the repayment system, which made it possible to begin reimbursing this debt in 2004.
  - The financing structure, which benefits from current low interest rates.

Chart 7
Evolution of Net Direct Debt and Initial Actuarial Liability with and without the Refinancing Funding Strategy[3], 2001 to 2009
(Data as at December 31 of each year—in millions of dollars)



e: estimated.

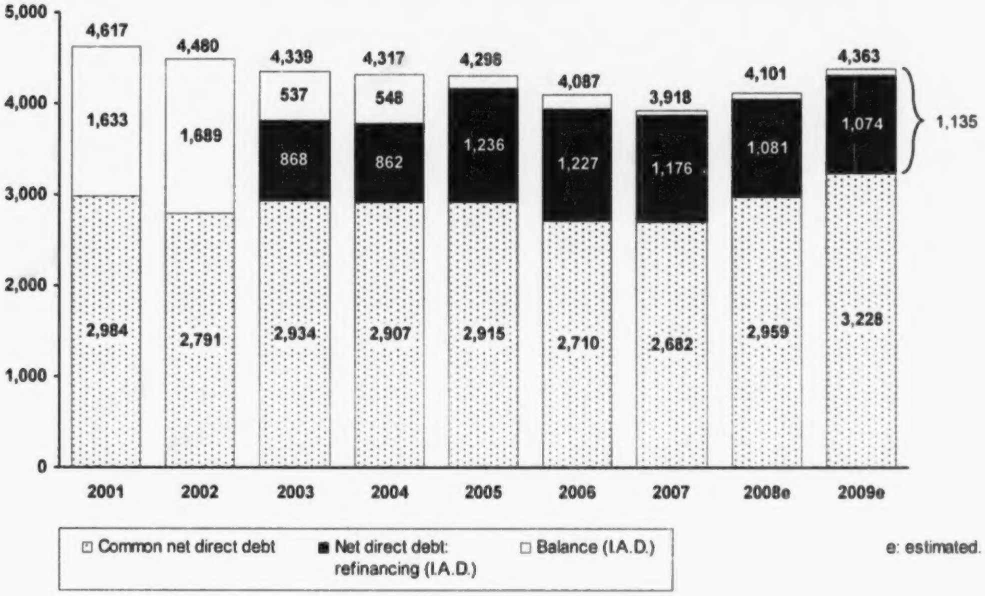
---

[3] Long-term investment expenditures pertaining to refinancing of the initial actuarial liability are not considered in this section. In 2009, these expenditures should stand at some $75 million.

Indebtedness Under Control

Funded net direct debt (pertaining to loans to be repaid by the taxpayers) stood at $3.8 billion (including loans made in 2003 to refinance the initial actuarial liability) according to the city's financial statements for 2003 and 2004.[4] As the following chart illustrates, net direct debt and the initial actuarial liability have declined with respect to 2001. Since the time the initial actuarial liability was refinanced in 2003, it has dropped from $1.6 billion in 2001 to $1.1 billion in 2009. Net direct debt, including the initial actuarial liability, has also dropped overall and with respect to 2001, from $4.6 billion in 2001 to $4.4 billion in 2009.

Chart 8
Evolution of Net Direct Debt and Initial Actuarial Liability (I.A.D.), 2001 to 2009
(Data as at December 31 of each year—in millions of dollars)



e: estimated.

---

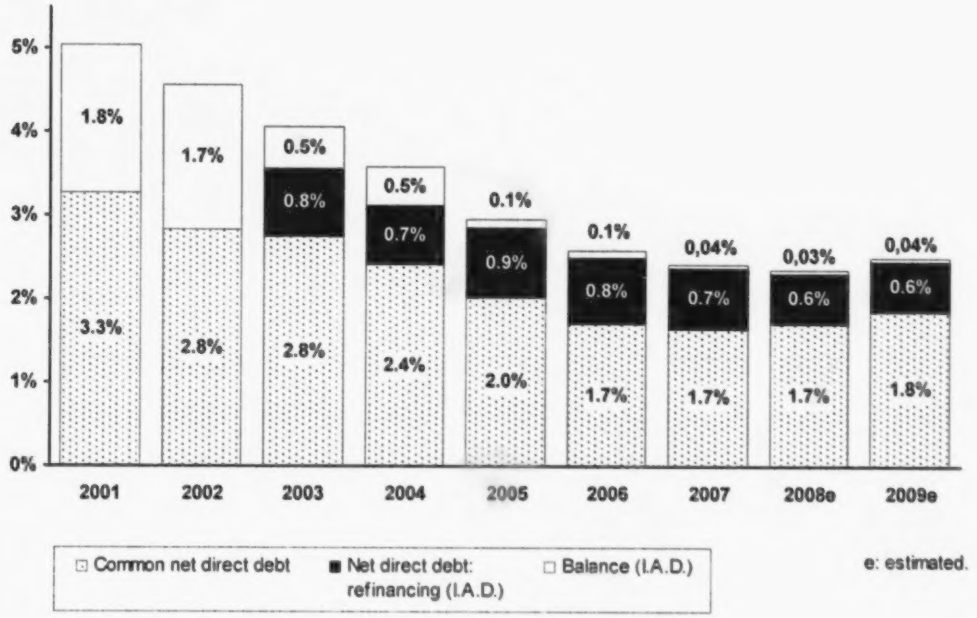
[4] Investment expenditures and financial activities to be financed over the long term are not covered in this section.

Direct Debt Burden in Terms of Assessed Property Value

The following chart illustrates the evolution of net direct debt in percentage terms with respect to the harmonized equivalent taxable assessment.[5] This chart reveals that the net direct debt burden is expected to drop from 3.3% in 2001 to 1.8% in 2009. Based on the refinancing of the initial actuarial liabilities of certain retirement plans, the net direct debt burden should stand at 2.5% in December of 2009. This decline is due to three key factors:

- Relatively stable net direct debt over that period, excluding refinancing of the initial actuarial liability.
- Rise in property values throughout the city.
- Montréal's strategy for refinancing the initial actuarial liability.

Chart 9
Net Direct Debt and Initial Actuarial Liability as Percentages of the Harmonized Equivalent Taxable Assessment, 2001 to 2009
(As at December 31 of each year)



e: estimated.

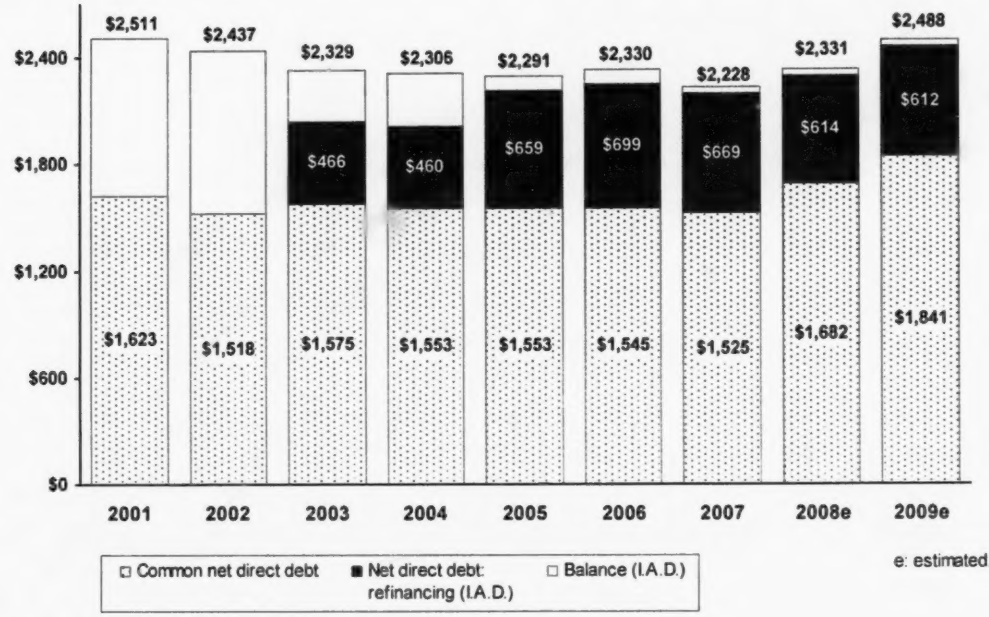
---

[5] The harmonized equivalent taxable value corresponds with the taxable value plus the adjusted values of non-taxable properties subject to payments in lieu of taxes. The equivalent taxable value is adjusted to take into account changes in the real-estate market since tabling of the assessment roll, to reflect more current (harmonized) values.

Net Direct Debt per Resident

The following chart reveals that net direct debt per resident, excluding the refinancing of the initial actuarial liability, has declined slightly since 2001. It is expected to drop from $2,511 in 2001 to about $2,488 in 2009.

Chart 10
Net Direct Debt and Initial Actuarial Liability by Resident, 2001 to 2009
(As at December 31 of each year)



e: estimated.

Rise in Assessed Property Value

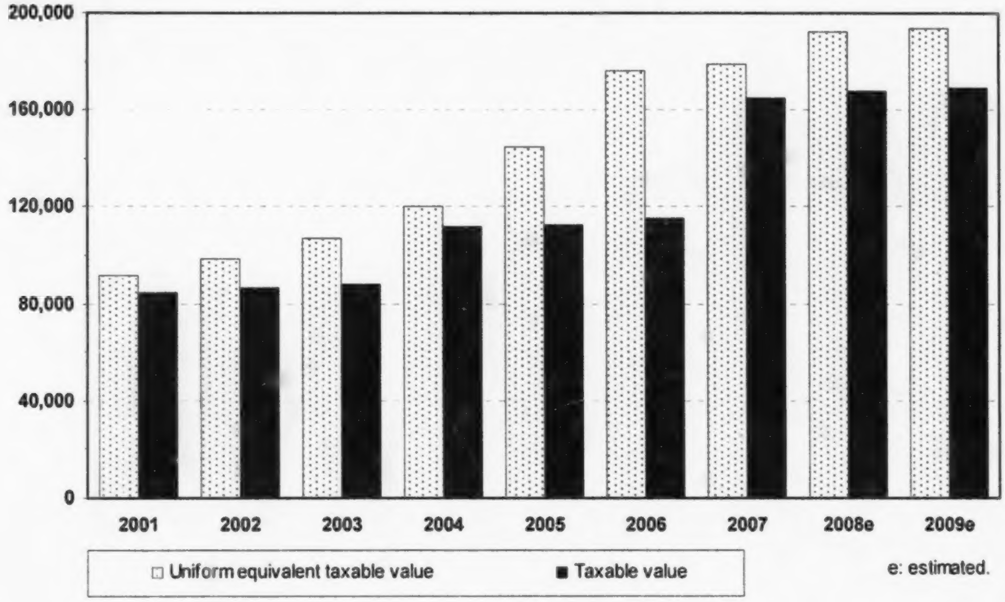
The following chart illustrates the evolution of Montréal's property tax base. Since city revenues are essentially derived from property taxes, taxable assessed property value serves as a key indicator of such revenues.

There has been a substantial rise in taxable value and in the harmonized equivalent taxable value since 2001. There was, for example, growth in the tax base of some 25% between the 2001-2003 and the 2004-2006 three-year rolls. There was another 41% increase between the 2004-2006 and 2007-2010 rolls. The real-estate market is displaying exceptional vitality, as illustrated by the newly tabled figures. The value of new properties and the value of improvements to existing ones have further contributed to this general growth in worth.

Chart 11

Tax Assessment and Harmonized Equivalent Tax Assessment, 2001 to 2009

(in millions of dollars)

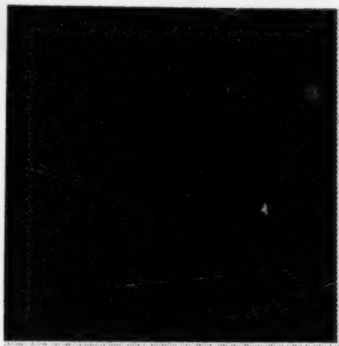


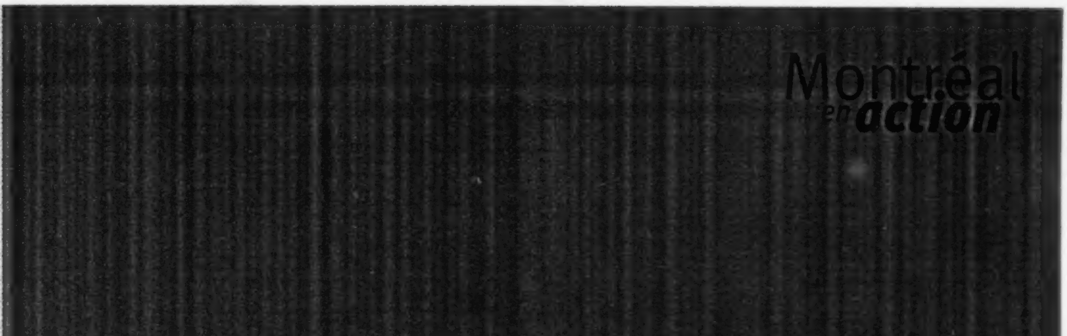
e: estimated.

Conclusion

Numerous factors have positively influenced the city's financial situation over the 2001 to 2009 period. The key ones have been:

- Control over the level of indebtedness, while substantially boosting investment to keep infrastructure in good shape.
- Refinancing of the initial actuarial liability and financial support from the Government of Québec.
- An economic situation that has enabled the city to benefit from low interest rates.
- A substantial rise in the property tax base, primarily resulting from application of the 2004-2006 and 2007-2010 Assessment Rolls and a real estate market that was particularly active in 2005 and 2006.
- Implementation of a debt management policy serving to accelerate debt repayment ($143.9 million from 2004 through 2009).





Montréal en action

2009 City Council Budget

Montréal

CITY COUNCIL

BUDGET BY ACTIVITY

STATEMENT OF OPERATING ACTIVITIES FOR TAX PURPOSES

The Statement of Operating Activities for Tax Purposes presents a synopsis of the city operating budget with respect to revenues, expenditures, aliquot shares for financing urban agglomeration activities, financing and allocations. Revenues are presented by category, while expenditures are presented by municipal function. The "Allocations" heading separately presents:

- Amounts to be earmarked for specific purposes, such as three-year capital works (TCWP) activities or the repayment of principal on loans used to fund operating activities.
- Funding drawn on financial reserves or reserve funds and cumulative surpluses and used to finance operating activities for the current fiscal year.
- Amounts forecast for the future.

Table 21

Statement of Operating Activities for Tax Purposes—City Council Budget

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Revenues			
Taxes	1,024,120.7	2,417,274.5	136.0
Payments in lieu of taxes	100,564.7	202,350.1	101.2
Aliquot shares	0.0	0.0	-
Other revenues from local sources	615,204.5	613,900.0	(0.2)
Transfers	194,648.0	225,424.6	15.8
Total revenues	**1,934,537.9**	**3,458,949.2**	**78.8**
Expenditures			
General administration	382,940.7	407,443.3	6.4
Public security	13,186.4	13,493.2	2.3
Transportation	232,896.5	335,645.3	44.1
Environmental hygiene	155,291.3	177,607.4	14.4
Health and welfare	72,274.2	64,351.8	(11.0)
Urban planning and development	124,805.3	132,222.5	5.9
Recreation and culture	352,789.9	370,906.4	5.1
Financing expenses	340,589.5	329,171.5	(3.4)
Total expenditures	**1,674,773.8**	**1,830,841.4**	**9.3**
Aliquot shares for financing urban agglomeration activities	**0.0**	**1,425,237.6**	**-**
Financing			
Long-term financing of operating activities	0.0	(15,000.0)	-
Repayment of long-term debt	244,604.6	224,904.3	(8.1)
Total financing	**244,604.6**	**209,904.3**	**(14.2)**
Total expenditures, aliquot shares and financing	**1,919,378.4**	**3,465,983.3**	**80.6**
Surplus (deficit) before allocations	**15,159.5**	**(7,034.1)**	
Allocations			
Capital assets activities	(5,106.0)	(5,200.0)	
Repayment of capital	(10,466.1)	(11,822.4)	
Accumulated surplus (deficit)			
- Unallocated operating surplus (deficit)	0.0	0.0	
- Allocated operating surplus, financial reserve and reserved funds	25,422.5	50,703.9	
- Amounts forecast for the future	(25,009.9)	(26,647.4)	
Total allocations	**(15,159.5)**	**7,034.1**	
Operating surplus (deficit) for fiscal purposes	-	-	

ANALYSIS OF OPERATING ACTIVITIES—REVENUES

The 2009 Budget has been divided into five main categories consistent with the guidelines set out in MAMR's *Manuel de la présentation de l'information financière municipale*:

- Taxes
- Payments in Lieu of Taxes
- Aliquot Shares
- Other Revenues from Local Sources
- Transfers

These five revenues categories and their component units are discussed on the next few pages.

Taxes

Taxes include all revenues generated by property taxes and property-related fees.

Table 22
Taxes
(in thousands of dollars)

	2008 Restated	2009 Budget	% Change
On property value			
General tax	865,424.4	2,164,030.0	150.1
Sector taxes	48,285.0	63,057.4	30.6
Contribution to improve water service	36,126.0	100,992.9	179.6
Road tax	0.0	16,041.3	-
Other	377.3	1,402.2	271.6
	950,212.7	**2,345,523.8**	**146.8**
On another basis			
User fees for municipal services			
- water	35,831.7	33,127.2	(7.5)
- waste removal and recycling	13,304.2	13,406.5	0.8
- debt service	16,483.9	15,922.3	(3.4)
- other	813.6	776.5	(4.6)
	66,433.4	63,232.5	(4.8)
Other	7,474.6	8,518.2	14.0
	73,908.0	**71,750.7**	**(2.9)**
Total	**1,024,120.7**	**2,417,274.5**	**136.0**

Tax revenues and fiscal user fees stand at $2,417,274.5 in the 2009 Budget.

The City Council will now draw on taxes and payments in lieu of taxes to pay its aliquot shares to finance urban agglomeration activities, pursuant to the changes set out in *An Act to amend various legislative provisions concerning Montréal* (Bill 22). These funds, consisting of tax and payment in lieu of tax revenues, stand at $1.4 billion in 2009. The shifts in these figures explain virtually all of the differences that appear in Table 22.

This change in revenues is explained by:

- Growth in the tax base, which, through the addition of $1.25 billion in new taxable property values throughout the island, generates revenues of $36 million. As a measure of prudence with respect to current economic outlooks, the growth assumptions for anticipated property roll values have been set to 75% of the actual average growth of the past two years. A survey of currently active construction sites would suggest this prediction is realistic and sensible.
- Transfer to the City Council Budget of the financial reserve earmarked for road repairs represents a $16 million increase in tax revenues.
- Elimination of the special status of the Palais des congrès will make it a fully taxable property in 2009, generating an additional $12.5 million in tax revenues.
- The sale of major government-owned buildings, as well as the impact of the new 2007-2010 Assessment Roll with respect to buildings subject to property taxes and payments in lieu of taxes should result in an approximately $7 million increase in tax-generated revenues.
- The decision of Sociétés de développement commerciales (SDCs) (commercial development corporations) to increase dues by a total of $1 million.
- The decision by four borough councils to increase their existing service taxes, by a total amount of $0.6 million.
- The overall distribution of expenditures between the Urban Agglomeration Council Budget and that of the City Council Budget, which will also result in an adjustment of the revenues raised under these budgets.

Payments in Lieu of Taxes

This category includes revenues collected from owners of tax-exempt properties subject to payments in lieu of taxes. *An Act respecting municipal taxation* lists these properties and identifies the various payments applicable to each.

Table 23
Payments in Lieu of Taxes
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Québec government			
Government buildings and establishments			
- property taxes	22,035.0	29,191.2	32.5
- road tax	0.0	242.7	-
- contribution to improve water service	545.9	1,250.3	129.0
	22,580.9	30,684.2	35.9
Network establishments			
- health and social services	19,026.7	43,931.3	130.9
- cegeps and universities	25,378.0	59,401.7	134.1
- primary and secondary schools	17,547.5	40,607.9	131.4
	61,952.2	143,940.9	132.3
Foreign governments and international organizations	820.0	1,856.4	126.4
Classified cultural properties	99.8	261.9	162.4
	85,452.9	**176,743.4**	**106.8**
Government of Canada and its enterprises			
- property taxes	11,271.3	16,055.6	42.4
- road tax	0.0	259.0	-
- contribution to improve water service	532.4	750.8	41.0
	11,803.7	**17,065.4**	**44.6**
Municipal organizations	**2,349.5**	**6,294.4**	**167.9**
Other organizations	**958.6**	**2,246.9**	**134.4**
Total	**100,564.7**	**202,350.1**	**101.2**

In 2009, revenues from payments in lieu of taxes stand at $202,350.1, up 101.2% from the Restated 2008 Budget.

The City Council will now draw on taxes and payments in lieu of taxes to pay its aliquot shares to finance urban agglomeration activities, pursuant to the changes set out in *An Act to amend various legislative provisions concerning Montréal* (Bill 22). These funds, consisting of tax and payment in lieu of tax revenues, stand at $1.4 billion in 2009. This situation explains virtually all of the shifts that appear in Table 23.

This change in revenues is also due to:

- Property growth, which through the addition of $280 million in new compensable property value within the city, will generate revenues of $3 million.
- The sale of major federally and provincially owned properties, as well as the impact of the new 2007-2010 Assessment Roll should result in an approximate $7 million rise in tax-generated revenues.
- Elimination of the special status of the Palais des congrès will make it a fully taxable property in 2009, resulting in a decline of approximately $4.4 million in payment in lieu of taxes revenues.
- Transfer to the City Council Budget of the financial reserve earmarked for roadwork, for an increase of $0.5 million.
- The overall distribution of expenditures between the Urban Agglomeration Council Budget and that of the City Council Budget, which will also result in an adjustment of the revenues raised under these budgets.

Aliquot Shares

This revenue category only applies to the Urban Agglomeration Council Budget.

Other Revenues from Local Sources

This category includes all revenues other than those generated by taxation, payments in lieu of taxes and transfers. It includes amounts derived from management activities and service delivery within the framework of authority conferred by the Urban Agglomeration Council in 2009. This category thus comprises revenues generated from Services Provided to Municipal Organizations and from services rendered to taxpayers or to private businesses. Other revenues include such fees as those pertaining to licenses, permits and real-estate transfers and revenues generated by fines and penalties. Interest, proceeds from the disposal of long-term assets, taxes paid by developers, contributions from municipal bodies and various other types of revenues also fall into this category.

Table 24
Other Revenues from Local Sources

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Services provided to municipal organizations	**792.9**	**116.2**	**(85.3)**
Other services provided	**257,590.2**	**259,865.5**	**0.9**
Other revenues			
Fee collection			
- licenses and permits	12,910.3	14,595.5	13.1
- real estate transfer fees	89,730.9	99,730.9	11.1
	102,641.2	114,326.4	11.4
Fines and penalties			
- tickets – traffic and parking	112,687.7	98,987.7	(12.2)
- other – fines and penalties	2,503.3	2,836.3	13.3
	115,191.0	101,824.0	(11.6)
Interest			
- tax arrears	3,256.0	6,092.1	87.1
- amortization fund	58,282.2	53,518.3	(8.2)
- cash and other interest	28,850.5	29,728.8	3.0
	90,388.7	89,339.2	(1.2)
Long-term transfer of assets	21,700.0	21,700.0	-
Contribution by municipal organizations	24,000.0	24,428.0	1.8
Other	2,900.5	2,300.7	(20.7)
	356,821.4	**353,918.3**	**(0.8)**
Total	**615,204.5**	**613,900.0**	**(0.2)**

Services Provided to Municipal Organizations

This item totals $116.2 in the 2009 Budget, down $676.7 from 2008. It consists primarily of:

- A $284.2 decrease resulting from the end of the agreement between Montréal-Est and Rivière-des-Prairies–Pointe-aux-Trembles on waste processing.
- A $408.6 decline due to an accounting adjustment regarding borough rental of facilities to the police service. These rentals now fall under the "Other Services Provided" category.

Other Services Provided

This item totals $259,865.5 in the 2009 Budget, or virtually the same amount as in 2008. Key changes in this item include:

- A $11,137.7 decrease with respect to the billing of employees loaned under a new agreement in income security management.
- A $3,378.4 increase resulting from adjustments to the property fund and to the Centre de services partagés – matériel roulant et ateliers (shared use of mobile support equipment and shops).
- A $2,120.0 increase resulting from the invoicing by the boroughs of various services in the areas of recreation and culture, transportation, environmental hygiene, land use and urban planning, general administration and other.
- A $2,799.0 increase from royalties received by the Commission des services électriques (electrical service commission).
- A $550.7 increase in revenues generated by the Muséums nature de Montréal (Montréal nature museums).
- A $2,818.4 increase due to the transfer of responsibility for certain facilities that fell under the authority of the Urban Agglomeration Council in 2008, pursuant to *An Act to amend various legislative provisions concerning Montréal.*

Other Revenues

This item totals of $353,918.3 in the 2009 Budget, a slight $2.9 million decline from 2008.

This budget principally includes:

- Collection of a total $101,824.0 in fines and penalties, primarily involving parking citations. Fines and penalties are down $13,367.0 in the 2009 Budget.
- An amount of $99,730.9 from real estate transfer fees, up $10 million from the Restated 2008 Budget. This change is based on historic observations and projected building transfer levels. Actual average revenues for fiscal 2007 and 2008 were $110 million. By measure of prudence, these assumptions provide for a 10% decline from the actual average revenues of the past two years. This forecast is thus designed to be cautious.

- Interest revenues of $89,339.2, including interest on cash reserves, interest on the sinking funds and interest on tax arrears. Overall, these revenues are down $1,049.5, compared to the Restated 2008 Budget.
- A $24,428.0 contribution from the CMM to the Muséums nature de Montréal (Montréal nature museums), up $428.0 from the 2008 Budget.
- Revenues of $21,700.0 for the disposal of long-term assets, or the same amount as the previous year.
- An amount of $14,595.5 for licenses and permits, up $1,685.2 over 2008.

Transfers

This category includes all grants from the higher levels of government (departments or agencies) and from private enterprise. Such transfers pertain to the funding of operating expenditures and funding costs. Unconditional transfers are those that the Government of Québec is required to make if the recipient has met certain predefined conditions of eligibility. They are not discretionary and categories of eligible recipients and transfer amounts are set out by law or regulation. On the other hand, transfers pertaining to cost-sharing agreements and other transfers serve to repay eligible expenditures under a cost-sharing agreement or under certain grants.

Transfer revenues stand at $225,424.6 in the 2009 Budget, up $30,776.6 from 2008.

Table 25
Transfers

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Entitlement			
Québec government subsidies			
- neutrality	652.0	1,377.2	111.2
- compensation relating to the fiscal pact	46,300.0	47,546.5	2.7
- financial assistance as Québec's "metropolis"	0.0	25,000.0	-
- other	42,900.0	45,800.0	6.8
	89,852.0	**119,723.7**	**33.2**
Transfers relating to cost-sharing agreements and other transfers			
Government subsidies			
- related to debt service	80,224.5	65,699.0	(18.1)
- related to operating activities	24,380.3	39,595.4	62.4
	104,604.8	105,294.4	0.7
Other transfers relating to cost-sharing agreements for operating activities	191.2	406.5	112.6
	104,796.0	**105,700.9**	**0.9**
Total	**194,648.0**	**225,424.6**	**15.8**

Entitlement

This category includes such revenues as those resulting from the fiscal pact with the Government of Québec (*Entente sur un nouveau partenariat fiscal et financier avec le gouvernement du Québec*) and revenues derived from the neutrality program, which serve to offset losses resulting from government payments in lieu of taxes and the new financial assistance granted to Montréal in its role as Québec's "metropolis".

Entitlement totalling $119,723.7 (up $29.9 million) appear in the 2009 Budget. Key changes in this item consist of:

- New financial assistance of $25 million paid by the Government of Québec to the Ville de Montréal in its role as Québec's "metropolis."
- A $1.3 million increase in compensation from the Government of Québec under the *Agreement on the New Fiscal and Financial Partnership*, to a total of $47,546.5 in 2009.
- Compensation of $43.8 million (a $0.9 million increase) from the Government of Québec for amusement taxes in 2009.
- A $0.7 million increase in compensation from the neutrality program.

Transfers Relating to Cost-Sharing Agreements and Other Transfers

There are two types of conditional transfers from the Government of Québec: those involving cash repayment of funding costs and those used to repay long-term debt service.

Such transfers total $105,700.9 in the 2009 Budget, a slight decline of $0.9 million. Government of Québec operating grants are up $15.2 million, to $39,595.4. This change is due to:

- An additional $12.6 million under the recent agreement on the sharing of solid waste disposal fees, which stipulates that the related municipalities will receive 100% of these fees; this amount had been earmarked for the Urban Agglomeration Council Budget in the 2008 Budget.
- A $1.4 million increase in grants for various urban renewal programs.
- A $1 million hike in various cultural grants.

Transfers associated with the repayment of long-term debt service stand at $65,699.0, for a decline of $14.5 million in 2008, due to the reduction of grant-eligible debt, particularly with respect to indebtedness associated with the Métro system and the wastewater treatment plant.

Government Grants for Financing Expenses of Long-Term Debt

This category comprises grants that the city receives from the federal and provincial governments when it finances projects through long-term loans. Key components of this item appear in the following table.

Table 26

Government Grants for Financing Expenses of Long-Term Debt

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Wastewater treatment	41,443.0	34,234.0	(17.4)
Refinancing of the actuarial deficit	13,214.6	12,901.6	(2.4)
Public transit - métro	16,858.5	10,717.4	(36.4)
Urban renewal	6,307.6	5,304.1	(15.9)
Various subsidy programs paid in cash			
- environmental hygiene	11.3	0.0	(100.0)
- roads	2,203.3	2,541.9	15.4
- recreation and culture	186.2	0.0	(100.0)
	2,400.8	2,541.9	5.9
Total	**80,224.5**	**65,699.0**	**(18.1)**

Government Grants Pertaining to Operating Activities

This category includes grants pertaining to programs that the city establishes and administers on behalf of, or in conjunction with, the higher levels of government.

A total of $39,595.4 has been earmarked in the 2009 Budget for grants to reimburse operating expenditures. The key components of this item are described in the following table:

Table 27

Government Grants Pertaining to Operating Activities

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Urban renewal	13,969.1	15,345.8	9.9
Waste management plan	0.0	12,600.0	-
Environmental hygiene	6,300.0	6,300.0	-
Recreation and culture	3,919.5	4,889.5	24.7
Other	191.7	460.1	140.0
Total	**24,380.3**	**39,595.4**	**62.4**

ANALYSIS OF OPERATING ACTIVITIES—EXPENDITURES, ALIQUOT SHARES AND FINANCING

Operating activities other than revenues are presented in three main headings.

- **Expenditures**

Expenditures are broken down by function pursuant to the guidelines set out in MAMR's *Manuel de la présentation de l'information financière*. Each such function is described in detail in Appendix 1, under the heading of "Presentation of Operating Expenditures and Revenues."

Each function is reviewed in the following pages based on a description of activities associated with it. It is accompanied by a table that details the expenditures for each activity and lists its key components.

- **Aliquot Shares for Financing Urban Agglomeration Activities**

This item represents the amount that the Ville de Montréal must, as a related municipality, pay to finance activities falling under the authority of the urban agglomeration.

- **Financing**

This heading includes the long-term financing of operating activities and repayment of long-term debt pertaining to capital procurements.

General Administration

This function comprises a set of activities pertaining to municipal management and administration. Expenditures falling within this category mainly concern operations of the City Council, law enforcement, financial and administrative management, the city clerk's office, the assessment process and human resources management.

Certain one-time expenditures that do not fall within any of the various municipal activities may also appear under the "Other" heading of the "General Administration" function.

In 2007, the General Administration budget was modified in accordance with the new *By-law concerning mixed expenditures*. Consequently, as at January 1, 2007, mixed general administration expenditures of the city's support departments (Direction générale, Finances, Capital humain, etc.—general administration, finance, human resources, etc.) were no longer shared between the City Council and the Urban Agglomeration Council budgets.

Pursuant to the new by-law, the budgets of support services pertaining to Mixed General Administration Expenditures are entirely "local" in nature. By contrast, an administration fee, calculated according to a rate set in the new by-law, is charged to the Urban Agglomeration Council Budget for general administration expenditures under the "Mixed General Administration Expenditures" heading.

An amount of $407,443.3 (up $24,502.6 from the Restated 2008 Budget) was allocated to the "General Administration" function in the 2009 City Council Budget.

Table 28
General Administration Expenditures
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
City Council	48,402.8	50,420.1	4.2
Law enforcement	5,935.7	6,292.3	6.0
Finance and administrative management	164,297.6	169,755.6	3.3
City clerk's office	17,493.6	31,576.7	80.5
Assessment	0.0	0.0	-
Human resources management	32,266.6	33,783.7	4.7
Mixed general administration expenditures	(107,636.4)	(100,883.9)	(6.3)
Other	222,180.8	216,498.8	(2.6)
Total	**382,940.7**	**407,443.3**	**6.4**

City Council

The "City Council" activity primarily encompasses expenditures pertaining to the City Council, to the Executive Committee and to the borough councils. It also covers a portion of the contribution to the Communauté métropolitaine de Montréal.

Except for costs pertaining to the Secrétariat de liaison (coordinating secretariat) and research and secretarial costs for the urban agglomeration, funding for this activity includes that related to the Urban Agglomeration Council budget, with an administrative charge then applied to the "Mixed General Administration Expenditures" heading.

In the 2009 Budget, appropriations stand at $50,420.1, for a $2,017.3 (+4.2%) increase over 2008. This rise is primarily due to:

- Adjustments in the Service des affaires corporatives (corporate affairs), including additional appropriations of $130.0 for the Chantier de la démocratie (democracy development program), additional resources of $371.0 to ensure better coordination of certain major issues and an amount of $500.0 to finance productivity enhancement projects.
- An increase of more than $146.1 million in the borough budget allocated to this activity.

Law Enforcement

Law enforcement expenditures include funds pertaining to management and support activities relating to laws and by-laws falling under the authority of the City Council.

Expenditures pertaining to this activity for 2009 have been assessed at $6,292.3, up $356.6 over 2008. This difference is primarily to do various reorganizations and adjustments in the Service des affaires corporatives (corporate affairs), particularly with respect to remuneration.

Financial and Administrative Management

The "Financial and Administrative Management" heading consists primarily of funds assigned to the management of financial, material and information technology resources.

Funding for this activity includes that related to the Urban Agglomeration Council Budget, with an administrative charge then applied to the "Mixed General Administration Expenditures" heading.

The 2009 Budget has earmarked total appropriations of $169,755.6 for this activity, up $5,458.0 (+3.3%) from 2008. A large portion this difference ($2,025.9) is due to funding readjustments in the boroughs. The remainder of the difference primarily results from the adjustment of funding for the Direction des systèmes d'information (IT systems) and additional funding of $675.0 to the Service des finances (finance) for cost increases pertaining to the banking services contract.

City Clerk's Office

This activity comprises such expenditures as those pertaining to the enforcement of by-laws, conducting any censuses, referendums and elections, drafting minutes of meetings and all other official documents, providing support to decision-making bodies and the publication and maintenance of archives and official documents.

Funding for this activity includes that related to the Urban Agglomeration Council Budget, with an administrative charge then applied to the "Mixed General Administration Expenditures" heading.

Appropriations stand at $31,576.7 for 2009. This $14,083.1 increase over the Restated 2008 Budget is largely due to an addition of $14,600.0 that is earmarked for funding the 2009 elections.

Assessment

This activity comprises expenditures relating to the production of the property assessment rolls, an area that falls under the exclusive authority of the Urban Agglomeration Council.

Human Resources Management

This activity includes expenditures pertaining to the management of human resources, including recruitment, hiring and labour relations.

As with various other "General Administration" function activities, funding for this activity includes that related to the Urban Agglomeration Council Budget, with an administrative charge then applied to the "Mixed General Administration Expenditures" heading.

Appropriations of $33,783.7 (up $1,517.1 from the Restated 2008 Budget) have been earmarked for human resources management. The primary reason for this difference is internal readjustments within the boroughs of $1,481.2.

Mixed General Administration Expenditures

The "Mixed General Administration Expenditures" activity results from the new *By-law concerning mixed expenditures* (see note at start of this section). Negative appropriations of $100,883.9 under this heading are offset by equivalent positive appropriations that are paid out of the Urban Agglomeration Council Budget. This transfer of expenditures is down $6,752.5 from the Restated 2008 Budget. This change is due to a $9,576.6 reduction in general administration expenditures relating to items that no longer fall under the authority of the Urban Agglomeration Council subsequent to the adoption of Bill 22 and a $2,824.1 increase due to a rise in mixed general administration expenditures falling under the urban agglomeration's responsibility and relating to support units pursuant to the *By-law concerning mixed expenditures*.

Other

This activity comprises a variety of budget items, including amounts that may not be associated with a specific activity during preparation of the budget, such as:

- Contingencies and general administration expenditures.
- Possible collection losses.
- Corporate communications expenditures.
- Certain provisions for remuneration expenditures, including those for pay equity, employees on availability covered under the corporate budget, industrial accident victims making a gradual return to work and other provisions for remuneration (such as variations in CSST and group insurance premiums, etc.).
- Expenditures pertaining to retirement plans (other than current service to such plans) based on new accounting principles. Such expenditures will pertain to net interest paid on retirement plan deficits.
- Transactions to be eliminated between local entities and the urban agglomeration. As we know, these transactions to be eliminated result from the exchange of billed services between business units in which the supplier is based in an accounting entity different from that of the client. To consolidate city budget data, these internal transactions are deducted from the total so that they will not be counted twice.

Total funding of $216,498.8 has been allocated to the "Other" activity in the City Council Budget, down $5,682.0 from 2008.

This decrease is primarily due to:

- Reorganization and revision pursuant to the recommendations of the *Manuel de la présentation de l'information financière municipale* on the method to use for posting possible losses on collections resulted in a $5,025.9 reduction in appropriations under this heading.
- The overall increase in the City Council Budget involves a $1,350.2 rise in contingencies.
- A $959.0 decrease resulting from various borough reorganizations.
- As the result of transfers from other units and various adjustments, funding for the Service des communications et des relations avec les citoyens (communications and relations with city residents) is up $1,577.8.
- A $7,767.4 contribution to other retirement plan benefits is intended to partly offset the impact caused by the slump in the financial markets.
- A total of $10,392.7 in appropriations have been reorganized, adjusted and transferred to other activities or issues.

Public Security

The "Public Security" function includes all activities pertaining to the protection of people and property. It comprises all expenditures relating to surveillance, prevention and emergency preparedness measures. Most public safety activities fall under the responsibility of the Urban Agglomeration Council.

Funding stands at $13,493.2 for local public safety in the 2009 Budget, up $306.8 (+2.3%) over 2008. This item includes an appropriation of $6,547.9 earmarked for shared expenditures pursuant to a commitment regarding the pension plan for police officers employed by the former city prior to 1971. This amount is up $1,347.7 over 2008, based on the actuarial reassessment of the plan's assets and liabilities.

In the "Other" category, a budget of some $5.8 million has been earmarked for local public safety expenditures in the boroughs. This budget will be applied to various municipal programs, including Tandem (urban safety) and the bicycle patrol.

Fire protection expenditures are fully described in the Urban Agglomeration Council Budget.

Table 29
Public Security Expenditures
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Police	5,200.2	6,547.9	25.9
Fire protection	0.0	0.0	-
Emergency preparedness	931.3	1,132.6	21.6
Other	7,054.9	5,812.7	(17.6)
Total	**13,186.4**	**13,493.2**	**2.3**

Transportation

The transportation expenditures appearing in this section fall under City Council authority. They include all expenditures pertaining to the planning, organization and maintenance of the city's local road system.

Table 30
Transportation Expenditures
(In thousands of dollars)

	2008 Restated	2009 Budget	% Charge
Road system			
- city road network	80,345.2	130,615.3	62.6
- snow removal	100,563.8	139,805.7	39.0
- street lighting	23,334.0	30,753.8	31.8
- traffic and parking	28,610.7	34,388.7	20.2
	232,853.7	**335,563.5**	**44.1**
Public transit	0.0	32.2	-
Other	42.8	49.6	15.9
Total	**232,896.5**	**335,645.3**	**44.1**

Transportation expenditures falling under local responsibility have climbed 44.1% in the 2009 Budget to $335,645.3.

Road System

This activity comprises expenditures pertaining to the city road system, snow removal, street lighting, traffic control and parking on the local road system.

Funding for the road system stands at $335,563.5 in the 2009 Budget, up $102.7 million or 44.1% over 2008.

This sharp increase is largely due to the implementation in 2009 of *An Act to amend various legislative provisions concerning Montréal* (Bill 22), which modified responsibility for the arterial road system. Under the Act, a large share of expenditures for these activities, such as those pertaining to system maintenance that previously fell under urban agglomeration responsibility, have become expenditures falling under the City Council Budget. The application of these new legislative provisions result in an $83.9 million increase in the City Council Budget.

Other adjustments in the 2009 Budget are due to the creation of the Direction de la propreté et du déneigement (clean-up and snow removal) and additional budgets of $4.2 million for improving snow removal operations and a $3.5 million adjustment in budgets allocated for borough snow removal contracts. This adjustment is designed to partially cover the indexing of new contracts.

Other

This activity comprises all other transportation-related expenditures.

Environmental Hygiene

This function covers all activities falling under the responsibility of the City Council that pertain to the water supply and sewages systems, the transportation and disposal of solid waste, and environmental protection. A total of $177,607.4, up 14.4% from 2008, has been earmarked for this function in the 2009 Budget.

Table 31
Environmental Hygiene Expenditures
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Water and sewers			
- drinking water treatment and supply	338.4	239.2	(29.3)
- drinking water supply system	36,564.1	39,858.7	9.0
- wastewater treatment	0.0	0.0	-
- sewage system	25,554.8	22,405.4	(12.3)
	62,457.3	**62,503.3**	**0.1**
Solid waste			
- domestic waste	57,270.3	61,564.3	7.5
- secondary waste	29,851.3	47,703.8	59.8
- disposal of dry waste	1,668.9	1,663.9	(0.3)
	88,790.5	**110,932.0**	**24.9**
Environmental protection	3,520.3	3,514.9	(0.2)
Other	523.2	657.2	25.6
Total	**155,291.3**	**177,607.4**	**14.4**

Water and Sewers

This activity comprises local expenditures associated with local water mains and sewer lines that form a part of the water supply and sewage systems.

These expenditures have been assessed at $62,503.3 for 2009, $39,858.7 of which applies to the water supply and $22,405.4 to the sewage system. There has been virtually no change in these expenditures.

Solid Waste

This activity comprises expenditures pertaining to the collection and transportation of domestic waste, secondary waste and dry waste to the transhipment or disposal site. The budget of $110,932.0 is up 24.9% over 2008. This growth is primarily due to the purchase of new recycling bins at a cost of $15 million in 2009.

The borough anticipates overall budget increases of some $5 million for 2009, due to anticipated cost increases for renewing waste collection and transportation contracts.

Environmental Protection and Other Activities

These activities comprise expenditures pertaining to environmental protection efforts including initiatives to control air, water and noise pollution and soil contamination and other environmental hygiene activities that find no classification elsewhere.

An amount of $3,514.9 (or about the same level as in 2008) has been earmarked for environmental protection in the 2009 Budget.

Health and Welfare

This function includes activities offered within the former city that pertain to income security and public employment services. The "Health and Welfare" function also includes all public health and welfare services, including food inspection and social housing. The total budget for this function is $64,351.8, down some $7.9 million.

Table 32
Health and Welfare Expenditures
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Food inspection	0.0	0.0	-
Social housing	19,141.2	19,237.8	0.5
Income security	43,331.5	32,489.5	(25.0)
Other	9,801.5	12,624.5	28.8
Total	**72,274.2**	**64,351.8**	**(11.0)**

Food Inspection

This activity includes all food inspection-related expenditures, including the cost of enforcing laws and by-laws and Municipal Court proceedings in this area. As this activity falls under the responsibility of the Urban Agglomeration Council, no expenditures for it are included in the City Council Budget.

Social Housing

This activity includes expenditures pertaining to social housing and to the city's contribution to the payment of operating deficits of the municipal housing office.

Income Security

This activity comprises expenditures pertaining to the management of income security programs within the former city. The Income Security activity appears separately from other health and welfare activities, pursuant to MAMR's presentation standards.

The agreement between MESS and the city that has been in effect since January 1, 2008 has released the city from its income security obligations. Employees loaned by the city under this agreement are paid in full by the Government of Québec. The budget earmarked to this agreement will decline each year based on staff attrition.

The $10.8 million decline in the 2008 Budget from the Restated 2008 Budget is due to the reduction in workforce that the city lent MESS for this activity in 2009. MESS has assumed other operating expenditures since January 1, 2008.

Other

This activity comprises all other expenditures associated with the Health and Welfare function. The $2.8 million increase in the 2009 Budget is due to such issues as the street gang prevention initiative, community projects and the family policy, and reclassification of urban agglomeration expenditures to local areas of responsibility following adoption of *An Act to amend various legislative provisions concerning Montréal*.

Urban Planning and Development

This function comprises all activities pertaining to the formulation and maintenance of the urban development or land use plan and to economic development. Appropriations of $132,222.5 have been earmarked for these activities in the 2009 Budget.

Table 33

Urban Planning and Development Expenditures

(in thousands of dollars)

	2008 Restated	2009 Budget	% Change
Urban planning and zoning	37,761.8	38,963.0	3.2
Promotion and economic development			
- industry and commerce	39,811.0	44,100.9	10.8
- tourism	43.1	45.0	4.4
- other	443.1	367.8	(17.0)
	40,297.2	**44,513.7**	**10.5**
Urban renewal	43,334.2	45,090.2	4.1
Other	3,412.1	3,655.6	7.1
Total	**124,805.3**	**132,222.5**	**5.9**

Urban Planning and Zoning

This heading includes those expenditures pertaining to land use, urban planning and zoning. Appropriations for this activity stand at $38,963.0 the 2009 Budget, up $1,201.2 from 2008.

Promotion and Economic Development

This heading comprises expenditures relating to the promotion of economic and tourist development. It includes municipal promotional campaigns among local and regional business communities, tourist promotion activities, the delivery of services for conventions and other public events and all grant programs designed for industrial and commercial enterprises. Funding for this activity stands at $44,513.7.

This increase of over $4 million is directly related to the Industry and Commerce activity, with total funding of $44,100.9. This change is essentially due to:

- Additional funding of $668.0 for various economic promotion projects, plus an appropriation of $475.0 earmarked for street and recreational activities on downtown commercial thoroughfares.
- Creation of the new *ClimatSol* program, with appropriations of $250.0.
- New funding of $731.0 for the *success@montréal–Industry* program.
- A $1 million increase in the contribution to SDCs that will generate equivalent revenues.

- A downward revision of $850.0 for the *success@montréal—Revitalization* program.

Urban Renewal

This activity includes expenditures for the renewal of classified and other urban assets, including restoration, studies and research, as well as grants awarded to the owners of such properties. These appropriations stand at $45,090.2.

This represents a net increase of $1.8 million over the 2008 Budget, primarily due to a reassessment of priorities and different needs in various programs, including:

- A $3.1 million increase in programs responding to urban development projects and to increased resident needs, such as the *Programme de revitalisation des quartiers centraux* (PRQC) – *rénovation Québec* and the *Programme d'adaptation de domicile*. Part of this increase in the City Council Budget ($1 million) is due to implementation of *An Act to amend various legislative provisions concerning Montréal* (Bill 22).
- A $2.8 million reduction, due to the expected decline in resident demand for the following programs: *Programme des infrastructures résidentielles*, *Programme d'accession à la propriété* and *Programme de logement abordable – volet privé*.
- An increase of some $0.8 million for resources supporting the management of different programs.

Other

This heading includes other expenditures falling under the economic development and promotion function. Funding earmarked for this activity is up $243.5 to a total of $3,655.6 in 2009.

Recreation and Culture

This function includes all local activities that pertain to the planning, the organization and the management of athletic, recreational and cultural programs, including grants and donations awarded to organizations working in these areas of endeavour. It also includes expenditures relating to the management of equipment and facilities and to the maintenance of parks and green spaces.

Total appropriations of $370,906.4 (+5.1% over 2008) have been earmarked for this function in the 2009 Budget.

Table 34
Recreation and Culture Expenditures
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Recreational activities			
- community centres	52,426.3	60,317.8	15.1
- indoor and outdoor skating rinks	32,762.5	36,343.2	10.9
- swimming pools, beaches and marinas	30,863.8	35,869.4	16.2
- parks and playing fields	92,109.1	100,510.4	9.1
- exhibitions and fairs	382.2	300.8	(21.3)
- other	10,835.2	12,333.3	13.8
	219,379.1	**245,674.9**	**12.0**
Cultural activities			
- community centres	14,535.9	15,710.2	8.1
- libraries	54,963.1	57,551.4	4.7
- museums and exhibition centres	49,401.4	34,741.3	(29.7)
- other	14,510.4	17,228.6	18.7
	133,410.8	**125,231.5**	**(6.1)**
Total	**352,789.9**	**370,906.4**	**5.1**

Recreational Activities

Recreational activities, which are responsible for over 66% of the "Recreation and Culture" function, generally fall into two groups: the management of recreational activities and of recreational and sports facilities and the design and maintenance of parks and green spaces. The recreational activity budget totals $245,674.9 in 2009, up $26.3 million (+12%) over the Restated 2008 Budget. This increase is primarily due to the 2009 implementation of *An Act to amend various legislative provisions concerning Montréal* (Bill 22), whereby certain expenditures that were previously associated with urban agglomeration activities will now fall under the City Council Budget.

Cultural Activities

Cultural activities pertain to such areas as:

- The library system and venues for the dissemination of culture.
- Support to cultural initiatives.
- The community centres.

Total funding for all cultural activities stands at $125,231.5 in 2009, a reduction of $8,179.3 (-6.1%) from 2008. A large share of this decrease is due to the implementation in 2009 of two parts of *An Act to amend various legislative provisions concerning Montréal*:

- The change in the list of equipment, infrastructure, services and activities of metropolitan scope.
- Contributions to the deficit of a metropolitan facility located in Montréal and mentioned in Schedule V of *An Act respecting the Communauté métropolitaine de Montréal* (CMM Act).

The main changes introduced by this Act take the following forms in the 2009 City Council Budget:

- As the Société des Muséums nature de Montréal (Montréal nature museums) is mentioned in Schedule V of the CMM Act, the city's contribution to its operating deficit of $17.3 million will constitute an urban agglomeration expenditure (section 38 of the Act) as of 2009, thereby reflecting a decrease in the City Council Budget.
- As the Musée d'archéologie et d'histoire de Montréal has been removed from the list of equipment, infrastructure, services and activities of metropolitan scope, the $4.1 million contribution from the city to the museum no longer constitutes an urban agglomeration expenditure, thereby reflecting an increase in the City Council Budget.

In addition to this impact, there is also a $2.8 million budget increase for the libraries, due to a $1.4 million adjustment in the 2009 Borough Budget to make funding granted in 2008 recurring and the addition of $1.4 million to finalize work on the $4.2 million, three-year accessibility portion of the consolidation plan for the library system.

Financing Expenses

This function comprises interest and other costs pertaining to the long-term financing of municipal capital assets, as well as to the refinancing of the initial actuarial deficits of the retirement plans for managers, supervisors, public servants, fire fighters and professional workers of the former city. The repayment of long-term debt appears separately in the "Financing" section.

Table 35
Financing Expenses
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Long-term debt - interest and other costs	339,175.0	327,755.4	(3.4)
	339,175.0	**327,755.4**	**(3.4)**
Other financing expenses	1,414.5	1,416.1	0.1
Total	**340,589.5**	**329,171.5**	**(3.4)**

Financing Expenses in the 2009 Budget stand at $329,171.5. This amount represents a $11,418.0 (-3.4%) reduction from the Restated 2008 Budget. This reduction in Financing Expenses is due to such factors as the refinancing of loans at lower interest rates and the reduction of historic debt.

Aliquot Shares for Financing Urban Agglomeration Activities

This item represents the contribution to be earmarked in the City Council Budget for financing activities that fall under the authority of the Urban Agglomeration Council.

Table 36
Aliquot Shares for Financing Urban Agglomeration Activities
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
General aliquot shares	0.0	1,189,872.9	-
Aliquot shares – water service	0.0	89,950.3	-
Aliquot shares – drinking water supply	0.0	48,758.4	-
Aliquot shares – water financial reserve	0.0	64,941.0	-
Aliquot shares – first responder service	0.0	5,839.2	-
Aliquot shares – arterial road system debts (2006-2008)	0.0	25,875.8	-
Total	-	**1,425,237.6**	-

Financing

This heading includes the long-term financing of operating activities and the repayment of long-term debt.

Table 37
Financing
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Long-term financing of operating activities	0.0	(15,000.0)	-
Repayment of long-term debt	244,604.6	224,904.3	(8.1)
Total	**244,604.6**	**209,904.3**	**(14.2)**

Long-Term Financing of Operating Activities

The Service des infrastructures, du transport et de l'environnement (infrastructure, transportation and environment) will proceed with the purchase of recycling bins for $15 million. Under the borrowing by-law that was adopted for this purpose in 2008, this expenditure will be funded by a five-year loan, corresponding to the average anticipated service lives of these bins.

Repayment of Long-Term Debt

Long-term debt repayment expenditures are assessed at $224,904.3 for 2009, a decrease of $19,700.3 (-8.1%). This decrease is partly due to a change in accounting rules pertaining to certain loans, which has generated savings of some $11.7 million. This decrease also results from the fact that the amounts of maturing loans for local debts are greater than the amounts of new loans needed for the long-term financing of local capital procurements.

ANALYSIS OF ALLOCATIONS

This item represents the use of allocations that remain under City Council authority.

Table 38
Allocations
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Capitals assets activities	(5,106.0)	(5,200.0)	1.8
Repayment of capital	(10,466.1)	(11,822.4)	13.0
Accumulated surplus (deficit)			
- Unallocated operating surplus (deficit)	0.0	0.0	-
- Allocated operating surplus, financial reserve and reserved funds	25,422.5	50,703.9	99.4
- Amounts forecast for the future	(25,009.9)	(26,647.4)	6.5
Total	**(15,159.5)**	**7,034.1**	**(146.4)**

Funding of $50,703.9 drawn on allocations of prior year surpluses has been earmarked for balancing the 2009 Budget. This amount consists of an anticipated $48,550.0 surplus for 2009, plus a surplus of $2,153.9 that certain boroughs have used to balance their 2009 Budgets. These boroughs are:

- Mercier–Hochelaga-Maisonneuve ($1,201.6)
- Saint-Laurent ($669.3)
- Verdun ($316.0)

The amount of ($11,822.4) on the "Repayment of Capital" line is, in fact, a repayment of capital for expenditures covered by long-term financing. Similarly, an amount of ($5,200.0) appears on the "Capital Assets Activities" line. This sum represents cash payment by the Ville-Marie borough for the development of sports and recreational facilities.

Based on changes in the accounting principles that have been in effect since January 1, 2007, an asset or a liability in the "Amounts forecast for the future" activity must be recorded as of that date and calculated on an actuarial or actuarial projection basis. Funding appearing under the "Amounts forecast for the future" heading represents the annual amortization of this value. The future allocation stands at ($26,647.4).

TAXATION

2009 TAXATION

Municipal powers on the Island of Montréal are shared among the Urban Agglomeration Council, the municipal councils of the related municipalities and, in the case of Montréal, among the borough councils. Montréal's system of taxation will undergo a major overhaul in 2009. The funding of urban agglomeration expenditures will change from one in which the Urban Agglomeration Council directly taxes its residents, to one in which aliquot shares are awarded by the Urban Agglomeration Council to the island's related municipalities. Consequently, the City Council's real-estate taxes will now fund local expenditures and the Montréal share of expenditures falling under the responsibility of the Urban Agglomeration Council. These changes will result in the simplification of tax bills for Montréal residents.

Furthermore, the general tax burden for Montréal residents will not rise.

Tax Parameters

Montréal's City Council levies a variable rate tax on all properties situated within the city. Rates vary by four property categories: residual (residential properties of five units or less), properties with six or more units, non-residential properties and serviced vacant lots.

Both serviced and unserviced vacant lots are taxed at twice the basic rate. However, while serviced vacant lots are also subject to the Water Tax, this charge does not apply to unserviced vacant lots.

The solid waste management user fees applied in certain sectors remain unchanged in the 2009 Budget.

The General Property Tax and Transition to the Aliquot Share System

Under *An Act to amend various legislative provisions concerning Montréal* (S.Q. 2008, c.19., "Bill 22"), adopted June 20, 2008, most urban agglomeration activities shall be funded through a new "aliquot share" (or co-payment) system beginning in 2009. The Urban Agglomeration Council Budget section of this document explains this new financing system.

The city's local general property tax has been adjusted for 2009 in line with the new aliquot share system, in place of direct taxation by the urban agglomeration. The local general property tax will now be applied to the financing of expenditures relating to the city's local areas of jurisdiction and to the city's payment of aliquot share to defray expenditures relating to the exercise of urban agglomeration powers. It should be noted that these changes will not result in any increased tax burden for Montrealers.

Water Taxation

Water Financial Reserve Tax

In 2009, the City Council will collect $109.9 million that has been earmarked for two Water Financial Reserves.

The contribution to the local Water Financial Reserve has been kept at $45 million. This contribution is raised primarily from property taxes. Non-residential buildings are subject to a rate of $0.53 per cubic metre for all consumption in excess of 100,000 m^3, in addition to a property tax rate.

The city's aliquot share for the urban agglomeration's Water Financial Reserve stands at $64.9 million. The aliquot shares of the reconstituted municipalities add $15.1 million to this figure. Total Water Financial Reserve contributions thus stand at $125 million.

Water Fees

As part of the process of harmonizing water fees, different residential rates have been reduced this year in many of the boroughs in which they are charged. Non-residential rates, however, remain unchanged.

Contribution to the Road Financial Reserve

The adoption of Bill 22 on June 20, 2008, resulted in certain changes in the manner in which powers were distributed between the Urban Agglomeration Council and the municipal councils of the related municipalities. Once such change involves the transfer of a large share of responsibilities from the Urban Agglomeration Council to the municipal councils with respect to the arterial road system. As of 2009, accordingly, the urban agglomeration's Road Financial Reserve will no longer be funded by a special island-wide tax. The fact that the arterial road system will be under the responsibility of the municipal councils does not reduce its needs and that is why the city established a local Road Financial Reserve in 2009. Created solely to replace the special urban agglomeration tax, the local fund draws on a contribution paid throughout the city as a whole. This contribution will raise $16.5 million in 2009, which is equivalent to what Montrealers paid in 2008 for the Road Financial Reserve.

Water and Services Tax Elimination Grant Program

In 2009, the city will renew, with some changes, the grant program that was set up in 2007 to ease tax transfers resulting from elimination of the water and services tax. This program benefits the owners of non-residential properties valued at $5 million or less that are situated in the Montréal sector. The grant is designed to offset rises in tax burden of more than 5%, according to certain terms and conditions.

Borough Taxation

The boroughs may levy two types of taxes: one pertaining to the cost of services and the other to the cost of capital investments. These taxes are charged at a single rate that applies to all building categories.

Services Tax

A borough council may levy a property tax or require compensation for taxable properties situated in its borough, in view of increasing the levels of service it delivers. Eight borough councils will collect service taxes in 2009 and four of these boroughs (Anjou, LaSalle, Verdun and Ville-Marie) will raise the levels of these taxes. Additional borough taxes only result in changes in the tax burden in the boroughs concerned.

Capital Investment Tax

Since 2005, the borough councils have had the power to adopt borrowing by-laws for expenditures identified in their respective three-year capital works programs that fall under local authority. The owners of taxable properties situated in such boroughs are responsible for repaying such loans.

A borough investment tax will be levied for the second year in 2009, pursuant to borrowing by-laws previously adopted by the various borough councils and investment expenditures that have been made in accordance with these by-laws. The various investment taxes should generate revenues of $33.7 million in 2009 to repay loans relating to capital works performed in 2005, 2006 and 2007. This new system will not result in any overall tax increase. The expenditures required to repay these loans will not be financed by all Montréal taxpayers through the general property tax. Rather, they will be apportioned among the boroughs and will correspond to their respective spending levels.

2009 Tax Rates

Tax rates for 2009 appear in tables 39, 40 and 41 for the residual category, for properties with six or more units and for non-residential buildings. User fees for water and solid waste are listed in tables 42 and 43.

Table 39
2009 rates–Residual Properties
(in $per $100 of assessed valuation)

Sectors-boroughs	Ville de Montréal					Boroughs			GLOBAL AVERAGE CUMULATIVE RATE[2]
	General property tax	Contributions to the water financial reserve	Contribution to the roads financial reserve	Fees and others (property equivalent)[1]	Average cumulative rate[2]	Tax concerning services[3]	Tax concerning capital expenditures	Average cumulative rate[2]	
Anjou	1.0224	0.0513	0.0059	0.0288	**1.1084**	0.0400	0.0533	**0.0933**	**1.2017**
Lachine	0.8749	0.0513	0.0059	0.1182	**1.0503**	0.0195	0.0438	**0.0633**	**1.1136**
LaSalle	0.8589	0.0513	0.0059	0.1175	**1.0336**	0.1699	0.0296	**0.1995**	**1.2331**
L'Île-Bizard	0.9154	0.0513	0.0059	0.0395	**1.0121**		0.0525	**0.0525**	**1.0646**
Montréal									
Ahuntsic-Cartierville	1.0486	0.0513	0.0059	0.0000	**1.1058**		0.0271	**0.0271**	**1.1329**
Côte-des-Neiges–Notre-Dame-de-Grâce	1.0486	0.0513	0.0059	0.0000	**1.1058**		0.0181	**0.0181**	**1.1239**
Mercier–Hochelaga-Maisonneuve	1.0486	0.0513	0.0059	0.0000	**1.1058**		0.0229	**0.0229**	**1.1287**
Plateau-Mont-Royal	1.0486	0.0513	0.0059	0.0000	**1.1058**		0.0171	**0.0171**	**1.1229**
Rivière-des-Prairies–Pointe-aux-Trembles	1.0486	0.0513	0.0059	0.0000	**1.1058**		0.0420	**0.0420**	**1.1478**
Rosemont–La Petite-Patrie	1.0486	0.0513	0.0059	0.0000	**1.1058**		0.0305	**0.0305**	**1.1363**
Sud-Ouest	1.0486	0.0513	0.0059	0.0000	**1.1058**		0.0391	**0.0391**	**1.1449**
Ville-Marie	1.0486	0.0513	0.0059	0.0000	**1.1058**	0.0255	0.0089	**0.0344**	**1.1402**
Villeray–Saint-Michel–Parc-Extension	1.0486	0.0513	0.0059	0.0000	**1.1058**		0.0264	**0.0264**	**1.1322**
Montréal-Nord	0.9579	0.0513	0.0059	0.0453	**1.0604**	0.1004	0.0427	**0.1431**	**1.2035**
Outremont	0.8999	0.0513	0.0059	0.0492	**1.0063**		0.0143	**0.0143**	**1.0206**
Pierrefonds	0.9744	0.0513	0.0059	0.0624	**1.0940**	0.0233	0.0380	**0.0613**	**1.1553**
Roxboro	0.9570	0.0513	0.0059	0.0604	**1.0746**	0.0233	0.0267	**0.0500**	**1.1246**
Sainte-Geneviève	0.8092	0.0513	0.0059	0.1787	**1.0451**		0.0521	**0.0521**	**1.0972**
Saint-Laurent	0.9985	0.0513	0.0059	0.0278	**1.0835**		0.0334	**0.0334**	**1.1169**
Saint-Léonard	0.9532	0.0513	0.0059	0.0290	**1.0394**	0.0103	0.0359	**0.0462**	**1.0856**
Verdun[4]	0.8544	0.0513	0.0059	0.2000	**1.1116**	0.0208	0.0252	**0.0460**	**1.1576**
VILLE DE MONTRÉAL					**1.0895**			**0.0463**	**1.1358**

---

[1] User fees have been converted to property tax rates. These rates appear for purposes of information. They are produced by dividing revenues generated from user fees for water supply and waste management services by the values of the properties in question.

[2] The average cumulative rates correspond to the sum of a council's revenues from taxes and user fees, divided by the values of properties situated within that jurisdiction. The global average cumulative rate corresponds to the set of average cumulative rates for the two levels of taxation.

[3] In the case of the Lachine borough, this is a property tax equivalent, corresponding to a rate of $30 per unit.

[4] For Verdun, the property tax equivalent for water and solid waste user fees is $0.0801. To this amount is added a property tax equivalent to $0.1199. This is a weighted average of both property taxes from the Verdun sector that are used in paying the cost of municipal works: Île-des-Sœurs, 0.1087 and mainland, 0.1345.

Tableau 40
2009 Rates–Properties with Six or More Units

(In $per $100 of assessed valuation)

Sectors-boroughs	Ville de Montréal					Boroughs			GLOBAL AVERAGE CUMULATIVE RATE[2]
	General property tax	Contributions to the water financial reserve	Contribution to the roads financial reserve	Fees and others (property equivalent)[1]	Average cumulative rate[2]	Tax concerning services[3]	Tax concerning capital expenditures	Average cumulative rate[2]	
Anjou	1.0972	0.0513	0.0059	0.0408	**1.1952**	0.0400	0.0533	**0.0933**	**1.2885**
Lachine	0.6949	0.0513	0.0059	0.3850	**1.1371**	0.0637	0.0438	**0.1075**	**1.2446**
LaSalle	0.7051	0.0513	0.0059	0.3582	**1.1205**	0.1698	0.0298	**0.1996**	**1.3200**
L'Île-Bizard	0.8055	0.0513	0.0059	0.2362	**1.0989**		0.0525	**0.0525**	**1.1514**
Montréal									
Ahuntsic-Cartierville	1.1354	0.0513	0.0059	0.0000	**1.1926**		0.0271	**0.0271**	**1.2197**
Côte-des-Neiges–Notre-Dame-de-Grâce	1.1354	0.0513	0.0059	0.0000	**1.1926**		0.0181	**0.0181**	**1.2107**
Mercier–Hochelaga-Maisonneuve	1.1354	0.0513	0.0059	0.0000	**1.1926**		0.0229	**0.0229**	**1.2155**
Plateau-Mont-Royal	1.1354	0.0513	0.0059	0.0000	**1.1926**		0.0171	**0.0171**	**1.2097**
Rivière-des-Prairies–Pointe-aux-Trembles	1.1354	0.0513	0.0059	0.0000	**1.1926**		0.0420	**0.0420**	**1.2346**
Rosemont–La Petite-Patrie	1.1354	0.0513	0.0059	0.0000	**1.1926**		0.0305	**0.0305**	**1.2231**
Sud-Ouest	1.1354	0.0513	0.0059	0.0000	**1.1926**		0.0391	**0.0391**	**1.2317**
Ville-Marie	1.1354	0.0513	0.0059	0.0000	**1.1926**	0.0255	0.0089	**0.0344**	**1.2270**
Villeray–Saint-Michel–Parc-Extension	1.1354	0.0513	0.0059	0.0000	**1.1926**		0.0264	**0.0264**	**1.2190**
Montréal-Nord	0.9973	0.0513	0.0059	0.0927	**1.1472**	0.1004	0.0427	**0.1431**	**1.2903**
Outremont	0.7930	0.0513	0.0059	0.2429	**1.0931**		0.0143	**0.0143**	**1.1074**
Pierrefonds	0.8668	0.0513	0.0059	0.2569	**1.1809**	0.0233	0.0380	**0.0613**	**1.2422**
Roxboro	0.8980	0.0513	0.0059	0.2061	**1.1613**	0.0233	0.0267	**0.0500**	**1.2113**
Sainte-Geneviève	0.7364	0.0513	0.0059	0.3383	**1.1319**		0.0521	**0.0521**	**1.1840**
Saint-Laurent	1.0062	0.0513	0.0059	0.1068	**1.1702**		0.0334	**0.0334**	**1.2036**
Saint-Léonard	0.9919	0.0513	0.0059	0.0770	**1.1261**	0.0103	0.0359	**0.0462**	**1.1723**
Verdun[4]	0.7537	0.0513	0.0059	0.3926	**1.2035**	0.0208	0.0252	**0.0460**	**1.2495**
VILLE DE MONTRÉAL					**1.1832**			**0.0421**	**1.2253**

[1] User fees have been converted to property tax rates. These rates appear for purposes of information. They are produced by dividing revenues generated from user fees for water supply and waste management services by the values of the properties in question.

[2] The average cumulative rates correspond to the sum of a council's revenues from taxes and user fees, divided by the values of properties situated within that jurisdiction. The global average cumulative rate corresponds to the set of average cumulative rates for the two levels of taxation.

[3] In the case of the Lachine borough, this is a property tax equivalent, corresponding to a rate of $30 per unit.

[4] For Verdun, the property tax equivalent for water and solid waste user fees is $0.2675. To this amount is added a property tax equivalent to $0.1251. This is a weighted average of both property taxes from the Verdun sector that are used in paying the cost of municipal works: Île-des-Sœurs, 0.1087 and mainland, 0.1345.

Tableau 41
2009 Rates–Non-Residential Properties

(In $per $100 of assessed valuation)

Sectors-boroughs	Ville de Montréal						Boroughs			GLOBAL AVERAGE CUMULATIVE RATE[2]
	General property tax	Contributions to the water financial reserve		Contribution to the roads financial reserve	Fees and others (property equivalent)[1]	Average cumulative rate[2]	Tax concerning services[3]	Tax concerning capital expenditures	Average cumulative rate[2]	
		Based on property value	Major water users[1]							
Anjou	3.8752	0.1780	0.0126	0.0346	0.0632	4.1636	0.0400	0.0533	0.0933	4.2569
Lachine	3.5975	0.1780	0.0445	0.0346	0.1646	4.0192	0.0050	0.0438	0.0488	4.0680
LaSalle	3.5399	0.1780	0.0062	0.0346	0.1536	3.9123	0.1699	0.0296	0.1995	4.1118
L'Île-Bizard	3.5898	0.1780	0.0000	0.0346	0.0572	3.8596		0.0525	0.0525	3.9121
Montréal										
Ahuntsic-Cartierville	4.0051	0.1780	0.0087	0.0346	0.0040	4.2303		0.0271	0.0271	4.2574
Côte-des-Neiges–Notre-Dame-de-Grâce	4.0051	0.1780	0.0208	0.0346	0.0096	4.2481		0.0181	0.0181	4.2662
Mercier–Hochelaga-Maisonneuve	4.0051	0.1780	0.0761	0.0346	0.0351	4.3289		0.0229	0.0229	4.3518
Plateau-Mont-Royal	4.0051	0.1780	0.0000	0.0346	0.0000	4.2177		0.0171	0.0171	4.2348
Rivière-des-Prairies–Pointe-aux-Trembles	4.0051	0.1780	0.0222	0.0346	0.0102	4.2501		0.0430	0.0430	4.2931
Rosemont–La Petite-Patrie	4.0051	0.1780	0.0089	0.0346	0.0041	4.2307		0.0305	0.0305	4.2612
Sud-Ouest	4.0051	0.1780	0.1690	0.0346	0.0780	4.4647		0.0391	0.0391	4.5038
Ville-Marie	4.0051	0.1780	0.0127	0.0346	0.0059	4.2363	0.0255	0.0089	0.0344	4.2707
Villeray–Saint-Michel–Parc-Extension	4.0051	0.1780	0.0204	0.0346	0.0094	4.2475		0.0264	0.0264	4.2739
Montréal-Nord	3.4927	0.1780	0.0263	0.0346	0.2742	4.0058	0.1004	0.0427	0.1431	4.1489
Outremont	3.5007	0.1780	0.0000	0.0346	0.1233	3.8366		0.0143	0.0143	3.8509
Pierrefonds	3.7867	0.1780	0.0000	0.0346	0.1128	4.1121	0.0233	0.0380	0.0613	4.1734
Roxboro	3.7577	0.1780	0.0000	0.0346	0.1031	4.0734	0.0233	0.0267	0.0500	4.1234
Sainte-Geneviève	3.5394	0.1780	0.0000	0.0346	0.2404	3.9924		0.0521	0.0521	4.0445
Saint-Laurent	3.7375	0.1780	0.0182	0.0346	0.1185	4.0868		0.0334	0.0334	4.1202
Saint-Léonard	3.6285	0.1780	0.0231	0.0346	0.1020	3.9662	0.0103	0.0359	0.0462	4.0124
Verdun[4]	3.4039	0.1780	0.0000	0.0346	0.2877	3.9042	0.0208	0.0252	0.0460	3.9502
VILLE DE MONTRÉAL						4.1913			0.0420	4.2333

[1] User fees have been converted to property tax rates. These rates appear for purposes of information. They are produced by dividing revenues generated from user fees for water supply and waste management services by the values of the properties in question.

[2] The average cumulative rates correspond to the sum of a council's revenues from taxes and user fees, divided by the values of properties situated within that jurisdiction. The global average cumulative rate corresponds to the set of average cumulative rates for the two levels of taxation.

[3] In the case of the Lachine borough, this is a property tax equivalent, corresponding to a rate of $30 per commercial establishment.

[4] For Verdun, the property tax equivalent for water and solid waste user fees is $0.1657. To this amount is added a property tax equivalent to $0.1220. This is a weighted average of both property taxes from the Verdun sector that are used in paying the cost of municipal works: Île-des-Sœurs, 0.1087 and mainland, 0.1345.

Table 42
Residential Property User Fees by Borough, Ville de Montréal[1]

Boroughs	Water	Solid waste
Ahuntsic-Cartierville	N/A	N/A
Anjou	Buildings with 5 or fewer units: fixed fee of $45 per unit. Buildings with 6 units or more: metered rate of $0.091/m^3.	N/A
Côte-des-Neiges–Notre-Dame-de-Grâce	N/A	N/A
L'Île-Bizard–Sainte-Geneviève	L'Île-Bizard: fixed fee of $120 per unit, except for chalets ($50 per unit) and rooming houses ($20 per room). Sainte-Geneviève: fixed fee of $135 per unit ($135 per building for rooming houses).	L'Île-Bizard: N/A Sainte-Geneviève: $125 per unit or $50 per room
Lachine	Fixed fee of $96 per unit.	$85 per unit
LaSalle	Base rate of $50 per unit for the first 255 m^3, metered rate of $0.371/m^3 up to 425 m^3 and $0.406/m^3 for excess consumption.	$100 per unit
Mercier–Hochelaga-Maisonneuve	N/A	N/A
Montréal-Nord	Buildings with 1 to 3 units: fixed fee of $60 per unit. Buildings with 4 units or more: fixed fee of $45 per unit.	N/A
Outremont	N/A	$202 per unit
Pierrefonds-Roxboro	Pierrefonds: fixed fee of $45 per unit. Roxboro: buildings with 10 or fewer units: fixed fee of $114 per unit; buildings with 11 units or more: fixed fee of $81 per unit.	Pierrefonds: $85 per unit Roxboro: N/A
Plateau-Mont-Royal	N/A	N/A
Rivière-des-Prairies–Pointe-aux-Trembles	N/A	N/A
Rosemont–La Petite-Patrie	N/A	N/A
Saint-Laurent	Fixed minimum of $35 per unit for the first 228 m^3 and metered rate of $0.396/m^3 for excess consumption.	N/A
Saint-Léonard	Fixed fee of $45 per unit.	N/A
Sud-Ouest	N/A	N/A
Verdun	Fixed fee of $45 per unit.	$96 per unit
Ville-Marie	N/A	N/A
Villeray–Saint-Michel–Parc-Extension	N/A	N/A

---

[1] This table displays the main types of user fees. Certain distinctive features are not indicated, however. Water consumption data has been converted to cubic metres.

Table 43
Non-Residential Property User Fees by Borough, Ville de Montréal[1]

Boroughs	Water	Solid waste
Ahuntsic-Cartierville	Metered rate of $\$0.22/m^3$ for major water users.	N/A
Anjou	Metered rate of $\$0.187/m^3$.	N/A
Côte-des-Neiges–Notre-Dame-de-Grâce	Metered rate of $\$0.22/m^3$ for major water users.	N/A
L'Île-Bizard–Sainte-Geneviève	L'Île-Bizard: fixed fee of $120 per unit, except for chalets ($50 per unit) and rooming houses ($20 per room). Sainte-Geneviève: fixed fee of $135 per unit ($135 per building for rooming houses).	L'Île-Bizard: N/A Sainte-Geneviève: $125 per business establishment
Lachine	Varied metered fees for mixed-used and non-residential buildings. Lachine: the higher of: a) $96 per unit and $150 per business establishment, or b) $\$0.33/m^3$ for $454{,}609\ m^3$ and $\$0.255/m^3$ for excess consumption. Saint-Pierre, the higher of: a) $\$0.90/m^3$ b) $96 per unit and $360 per business establishment, or c) fixed fee depending on the type of meter: from $1,300 to $4,700.	$85 per business establishment
LaSalle	Base rate of $50 per unit for the first $255\ m^3$, metered rate of $\$0.371/m^3$ up to $425\ m^3$ and $\$0.406/m^3$ for excess consumption.	$100 per business establishment
Mercier–Hochelaga-Maisonneuve	Metered rate of $0.22/m3 for major water users.	N/A
Montréal-Nord	The higher of: a) fixed fee of $0.2616 per $100 of valuation, or b) $\$0.165/m^3$.	N/A
Outremont	Metered rate of $\$0.444/m^3$. A credit of $0.10 per $100 of commercial valuation is given.	$202 per business office or $518 per business establishment
Pierrefonds-Roxboro	Pierrefonds: base rate of $85 per unit for the first $360\ m^3$ and metered rate of $\$0.21/m^3$ for excess consumption. Roxboro: fixed fee per business establishment, from $180 to $360 depending on the type of business.	Pierrefonds: $85 per business establishment Roxboro: N/A
Plateau-Mont-Royal	Metered rate of $\$0.22/m^3$ for major water users.	N/A
Rivière-des-Prairies–Pointe-aux-Trembles	Metered rate of $\$0.22/m^3$ for major water users.	N/A
Rosemont–La Petite-Patrie	Metered rate of $\$0.22/m^3$ for major water users.	N/A
Saint-Laurent	Different fixed minimum depending on meter diameter. Metered rate of $\$0.396/m^3$ up to $909{,}200\ m^3$ and $\$0.297/m^3$ for excess consumption.	N/A
Saint-Léonard	Fixed minimum of $85 per business establishment for the first $318.2\ m^3$ and metered rate of $\$0.267/m^3$ for excess consumption.	N/A
Sud-Ouest	Metered rate of $\$0.22/m^3$ for major water users.	N/A
Verdun	Fixed minimum of $78 per business establishment for the first $228\ m^3$ and metered rate of $\$0.19/m^3$ for excess consumption.	$96 per business establishment
Ville-Marie	Metered rate of $\$0.22/m^3$ for major water users.	N/A
Villeray–Saint-Michel–Parc-Extension	Metered rate of $\$0.22/m^3$ for major water users.	N/A

---

[1] This table displays the main types of user fees. Certain distinctive features are not indicated, however. Water consumption data has been converted to cubic metres.

Treatment of Non-Taxable Properties

Under the *Act respecting municipal taxation*, non-taxable properties are subject to various payments in lieu of taxes. Properties belonging to the governments of Québec and of Canada are generally subject to payments in lieu of taxes equivalent to the full amount of otherwise applicable municipal taxes.

The *Agreement on the New Fiscal and Financial Partnership with the Municipalities for the years 2007-2013* enhances the treatment of education and healthcare system properties with the creation of a global tax rate (TGT) that is weighted, while also boosting rate percentages. For fiscal 2008, the weighted rate has been set at $1.5627 per $100 of assessed valuation. A rate equal to 97.1% of the weighted TGT is levied on education and healthcare system (colleges and universities) properties. This percentage drops to 85.1% for elementary schools and to 72.1% for other properties in the primary-secondary system.

Non-profit organizations accredited by the Commission municipale du Québec make payments in lieu of taxes to the Ville de Montréal and to the urban agglomeration of $0.5000 per $100 of assessed valuation on buildings that they own. Religious institutions make payments in lieu of taxes on their land, only, of $0.8000 per $100 of assessed valuation to the city.

Places of worship, property owned by the Régie des installations olympiques and property belonging to the Agence métropolitaine de transport make no payments in lieu of taxes, but may be subject to local user fees.

THE CITY ASSESSMENT ROLL

Change in the Assessment Roll from 2007 to 2008

Municipal revenues on the Island of Montréal are primarily derived from taxation based on assessed property value. The construction of new buildings and major modifications to existing structures served to increase the tax base from September 12, 2007, and September 13, 2008, by some $2.7 billion.

The following table illustrates changes in the 2007-2010 Assessment Roll from September 12, 2007 to September 13, 2008, based on certificates modifying the value of properties located within the Island of Montréal.

Table 44
Change in the 2007-2010 Four-Year Assessment Roll, Ville de Montréal

	Property value ($M)		
	Taxable	**Non-taxable**	**Total**
Value at tabling, September 11, 2007	130,887.5	22,491.0	153,378.5
Variation during year:			
Addition of new buildings	1,776.1	15.3	1,791.4
Modification to existing buildings	814.5	217.3	1,031.8
Revision agreement	(307.7)	(34.5)	(342.2)
Decision of the CMQ	(15.2)	14.7	(0.5)
Fire	(20.4)	(4.2)	(24.6)
Demolition	(29.4)	(2.8)	(32.2)
Other	437.7	(202.0)	235.7
Value as of September 13, 2008	133,543.2	22,494.8	156,038.0
Net variation			
September 11, 2007 – September 13, 2008	**2,655.7**	**3.8**	**2,659.5**
September 13, 2006 – September 11, 2007	1,920.2	481.9	2,402.1

Source: Ville de Montréal, 2007-2010 Four-Year Assessment Roll, updated September 13, 2008.

The following tables present variations in taxable values from 2007 to 2008 for each of Montréal's boroughs.

Table 45
Variation in Taxable Values by Borough

Boroughs	Taxable property value ($M)			Net variation in percentage of tax base
	Sept. 11, 2007	Sept. 13, 2008	Net variation	
Ville-Marie	19,750.6	20,612.0	861.4	**4.4%**
Saint-Laurent	9,796.0	10,187.9	391.8	**4.0%**
L'Île-Bizard–Sainte-Geneviève	1,651.9	1,713.2	61.3	**3.7%**
Mercier–Hochelaga-Maisonneuve	7,900.1	8,082.1	182.0	**2.3%**
Verdun	5,058.1	5,164.8	106.7	**2.1%**
Sud-Ouest	4,414.3	4,506.0	91.7	**2.1%**
Anjou	3,900.0	3,971.1	71.1	**1.8%**
Rivière-des-Prairies–Pointe-aux-Trembles	7,279.6	7,400.9	121.3	**1.7%**
Saint-Léonard	5,567.1	5,659.1	91.9	**1.7%**
Pierrefonds-Roxboro	4,752.4	4,820.7	68.3	**1.4%**
Rosemont–La Petite-Patrie	8,313.5	8,429.8	116.3	**1.4%**
Villeray–Saint-Michel–Parc-Extension	7,168.2	7,263.8	95.6	**1.3%**
Plateau-Mont-Royal	8,361.8	8,469.8	108.0	**1.3%**
Lachine	3,468.4	3,510.0	41.6	**1.2%**
LaSalle	5,343.8	5,396.5	52.6	**1.0%**
Ahuntsic-Cartierville	9,431.5	9,515.6	84.1	**0.9%**
Montréal-Nord	4,293.1	4,330.6	37.5	**0.9%**
Côte-des-Neiges–Notre-Dame-de-Grâce	11,054.1	11,118.1	64.0	**0.6%**
Outremont	3,382.8	3,391.4	8.5	**0.3%**
VILLE DE MONTRÉAL	**130,887.5**	**133,543.2**	**2,655.7**	**2.0%**

Source: Ville de Montréal, 2007-2010 Four-Year Assessment Roll, updated September 13, 2008.

Distribution of Property Values for Montréal

Table 46 provides a portrait of property values in each of Montréal's boroughs, also by property category.

Table 46
Taxable and Non-Taxable Values by Borough, Ville de Montréal

Boroughs	Unit	Taxable value ($M)			Non-taxable ($M)	Total of roll	
		Residential	Commercial, industrial	Vacant lot		Value ($M)	Relative share
Ahuntsic-Cartierville	27,257	7,841.7	1,582.4	91.5	1,993.1	**11,508.7**	7.4%
Anjou	12,957	2,693.9	1,253.8	23.4	203.5	**4,174.6**	2.7%
Côte-des-Neiges–Notre-Dame-de-Grâce	24,250	9,708.5	1,341.4	68.2	3,067.2	**14,185.3**	9.1%
L'Île-Bizard–Sainte-Geneviève	6,717	1,611.1	71.3	30.8	109.6	**1,822.8**	1.2%
Lachine	11,845	2,346.8	1,022.1	141.0	386.2	**3,896.1**	2.5%
LaSalle	17,459	4,437.3	924.3	34.8	626.3	**6,022.7**	3.9%
Mercier–Hochelaga-Maisonneuve	27,496	6,607.6	1,362.2	112.3	1,430.4	**9,512.4**	6.1%
Montréal-Nord	13,907	3,684.7	620.1	25.9	428.2	**4,758.8**	3.0%
Outremont	5,972	3,244.9	127.8	18.7	484.5	**3,875.8**	2.5%
Pierrefonds-Roxboro	21,238	4,493.2	227.6	99.9	445.5	**5,266.3**	3.4%
Plateau-Mont-Royal	23,399	6,829.7	1,609.9	30.2	1,169.1	**9,638.9**	6.2%
Rivière-des-Prairies–Pointe-aux-Trembles	32,189	6,224.0	984.2	192.6	1,159.6	**8,560.5**	5.5%
Rosemont–La Petite-Patrie	27,414	7,334.2	1,063.3	32.3	1,456.7	**9,886.5**	6.3%
Saint-Laurent	24,258	6,021.6	3,885.8	280.5	1,012.2	**11,200.1**	7.2%
Saint-Léonard	12,954	4,551.0	1,073.4	34.7	317.8	**5,976.9**	3.8%
Sud-Ouest	16,639	3,465.6	924.6	115.8	896.9	**5,402.9**	3.5%
Verdun	19,069	4,740.7	364.7	59.5	598.6	**5,763.4**	3.7%
Ville-Marie	28,897	7,804.8	12,678.5	128.7	5,735.6	**26,347.7**	16.9%
Villeray–Saint-Michel–Parc-Extension	23,559	5,968.6	1,260.4	34.8	973.9	**8,237.7**	5.3%
VILLE DE MONTRÉAL	**377,476**	**99,609.7**	**32,377.8**	**1,555.7**	**22,494.8**	**156,038.0**	**100.0%**

Source: Ville de Montréal, 2007-2010 Four-Year Assessment Roll, updated September 13, 2008.

Spreading of Variations of Value on the Property Assessment Roll

Variations in property values in Montréal between prior and current assessment rolls are spread over a four-year period.

Consequently, in calculating property taxes for 2007, 2008, 2009 and 2010, one quarter of the difference between property values entered on the previous and the current roll is added (or subtracted, as the case may be) each year to produce what is known as the "adjusted value."

The rate tables on the following pages are accordingly based on the adjusted values. The following table illustrates how adjusted values are calculated for two properties whose values on the roll have evolved differently.

Table 47
Calculation of Adjusted Property Value for 2007, 2008, 2009 and 2010

	Property A	Property B
Basic data		
Value on the 2004-2006 roll (3 years)	$100,000	$100,000
Value on the 2007-2010 roll (4 years)	$80,000	$140,000
Variation of the value on the roll	$(20,000)	$40,000
Calculation of the adjusted value		
Value on the 2004-2006 roll	$100,000	$100,000
+ a quarter (25%) of the variation of value	$(5,000)	$10,000
Adjusted value for 2007	$95,000	$110,000
Adjusted value for 2008	$90,000	$120,000
Adjusted value for 2009	$85,000	$130,000
Adjusted value for 2010	$80,000	$140,000

VARIATIONS IN TAX BURDEN FOR THE CITY

The following table presents the variation in the general tax burden for residential and non-residential properties in each of Montréal's boroughs. It also presents variations in charges due to the additional tax earmarked for the Water Financial Reserve and to borough taxes.

There will be no increase in the overall tax burden for 2009. Individual tax bills may, however, rise or fall, particularly as the result of changes in property value.

Table 48
Rate and Overall Rate and Variation in Tax Burden from 2008 to 2009 by Borough—Residential and Non-Residential Properties

Boroughs	Residential properties				Non-residential properties			
	General tax burdens[1]	Contributions to the water financial reserve	Borough taxes services	Overall tax burden	General tax burdens[1]	Contributions to the water financial reserve	Borough taxes services	Overall tax burdens
Ahuntsic-Cartierville	**(0.9%)**	0.7%		(0.2%)	**1.0%**	0.6%		1.6%
Anjou	**1.8%**	0.7%	0.3%	2.8%	**1.6%**	0.6%	0.1%	2.3%
Côte-des-Neiges–Notre-Dame-de-Grâce	**(1.6%)**	0.7%		(0.9%)	**0.2%**	0.6%		0.8%
Lachine	**0.3%**	0.7%		1.0%	**(0.4%)**	0.6%		0.2%
LaSalle	**2.5%**	0.7%	0.5%	3.7%	**1.6%**	0.6%	0.1%	2.3%
L'Île-Bizard–Sainte-Geneviève	**1.4%**	0.7%		2.1%	**1.1%**	0.6%		1.7%
Mercier–Hochelaga-Maisonneuve	**(0.4%)**	0.7%		0.3%	**(1.3%)**	0.6%		(0.7%)
Montréal-Nord	**2.2%**	0.7%		2.9%	**1.1%**	0.6%		1.7%
Outremont	**0.9%**	0.7%		1.6%	**5.0%**	0.6%		5.6%
Pierrefonds-Roxboro	**(0.1%)**	0.7%		0.6%	**(0.2%)**	0.6%		0.4%
Plateau-Mont-Royal	**(1.6%)**	0.7%		(0.9%)	**2.1%**	0.6%		2.7%
Rivière-des-Prairies–Pointe-aux-Trembles	**(0.4%)**	0.7%		0.3%	**(2.2%)**	0.6%		(1.6%)
Rosemont–La Petite-Patrie	**(0.6%)**	0.7%		0.1%	**0.7%**	0.6%		1.3%
Saint-Laurent	**1.2%**	0.7%		1.9%	**1.0%**	0.6%		1.6%
Saint-Léonard	**0.9%**	0.7%		1.6%	**1.5%**	0.6%		2.1%
Sud-Ouest	**0.7%**	0.7%		1.4%	**0.0%**	0.6%		0.6%
Verdun	**1.9%**	0.7%	0.2%	2.8%	**3.9%**	0.6%	0.1%	4.6%
Ville-Marie	**(2.3%)**	0.7%	0.0%	(1.6%)	**(0.8%)**	0.6%	0.0%	(0.2%)
Villeray–Saint-Michel–Parc-Extension	**0.6%**	0.7%		1.3%	**(0.2%)**	0.6%		0.4%
VILLE DE MONTRÉAL	**0.0%**				**0.0%**			

[1] General tax burden comprises general property taxes, basic contributions to water supply and road services, fiscal user fees, and borough investment taxes. It excludes the additional tax earmarked for improving the water supply system and borough service taxes.

Source: Compilation updated as at September 13, 2008, and based on tax parameters for 2008 and 2009.

CITY COUNCIL
2009-2011
THREE-YEAR
CAPITAL WORKS
PROGRAM

CITY COUNCIL POWERS

Under Montréal's new municipal organization, the City Council will continue to assume its responsibilities for local powers within the city.

At the same time, the *Charter of Ville de Montréal* states that the boroughs are responsible for providing community services. Within the residual city, we must accordingly distinguish between borough and central city responsibilities.

The boroughs have the following areas of responsibility:

- The road system.
- Sports, recreational and cultural facilities and local parks.
- Equipment and facilities required to exercise local powers, including local computer applications and mobile support equipment

The central areas of authority concern such facilities as:

- Secondary water supply and sewage systems.
- The arterial road system.
- Snow dumps.
- Collective facilities (property, information systems and mobile support equipment).

2009-2011 TCWP PRIORITIES

A total of $1.811 billion in City Council investments have been earmarked for the 2009-2011 Three-Year Capital Works Program (TCWP). Of that amount, $622.1 million is to be spent in 2009. These investments will primarily serve in the restoration and addition of assets in the Transportation, Environmental Hygiene and Recreation and Culture functions.

The boroughs are responsible for setting their respective local needs within the framework of their particular responsibilities. The 2009 Borough TCWP involves investments of $136 million, or 21.9% of the amount adopted by the City Council for the overall TCWP.

Asset Restoration and Replacement Projects

A total of $463.4 million is to be spent on asset restoration and replacement in 2009. These investments are primarily aimed at restoring the local road system and such underground facilities as secondary water mains and sewer lines.

Under a four-year plan established in 2006 to inject $500 million into local and arterial road repair, $408.7 million has been earmarked in the City Council Budget for the local road system over the 2009 to 2011 period, including $148.4 million for 2009. The city administration's goal will, in this manner, be met in 2009. This three-year budget will also help in pursuing efforts that have been deployed in this area over the past few years.

Investments of $334.3 million for the 2009 through 2011 period, including $100.9 million for 2009, have been earmarked for the *Secondary Water Main Rehabilitation Program* under the 2009-2011 TCWP.

Investments of $27 million have been earmarked in the 2009 Budget for the protection of parks, green spaces and playgrounds. This amount includes investments of $3.2 million for the development of the Clémentine-de-la-Rousselière Park and the Montréal-Nord borough will inject $2.3 million into the re-planning of Saint-Laurent Park.

Investments of $66.7 million have also been set aside in the 2009 Budget for protecting various municipal buildings, such as administrative and community structures.

Development Projects

Investments of more than $158.6 million are to be made in 2009 to support Montréal's economic development and to install new facilities that will help provide better services to residents.

The borough will offer increased levels of sports and community services to improve the quality of life for Montrealers. Major projects to be launched or continued in 2009 include the construction of a new swimming pool at the Centre Jean-Claude-Malépart in Ville-Marie, construction of a sports centre in Côte-des-Neiges–Notre-Dame-de-Grâce, construction of a library in the Saint-Laurent borough and relocation of the borough hall in Mercier–Hochelaga-Maisonneuve.

Over the 2009-2011 period, the city will furthermore earmark $30.5 million for upgrading the refrigeration systems of its arenas. The central city will set aside $51.8 for library construction, renovation and expansion projects, as part of its financial participation in borough projects. The city will also allow the boroughs to draw on $17.4 million from the Fonds de soutien aux installations sportives. Moreover, to assist the boroughs in carrying out projects that will improve services to residents and require large budgets, the administration this year created a $20 million Fonds d'initiatives aux arrondissements.

The Investment Fund that was set up in 2006 is designed to finance major investments in the development and support of economic projects aimed at increasing the property tax base. This fund has allocated more than $174.3 million to various economic projects over the 2009 to 2011 period, including $58 million in 2009. These moneys will make it possible to launch or continue investments in new residential development projects, such as the northern tip of Île-des-Sœurs, in Verdun, the Faubourg Pointe-aux-Prairies residential development in Rivière-des-Prairies–Pointe-aux-Trembles, and the Héritage du Canal development in Sud-Ouest.

Major investments will also be made in three projects designed to support development and to promote economic activities in their respective sectors. Development of the Outremont campus and the McGill University Health Centre, along with the construction of new infrastructure at Montréal-Trudeau International Airport will help create new jobs and support economic development among the city's partners.

Capital Expenditures by Municipal Function

The following table presents capital procurements by municipal function.

Table 49
Capital Expenditures by Municipal Function
(In thousands of dollars)

Municipal Functions	2009	2010	2011	Total
General administration	34,534.0	27,568.0	29,290.0	91,392.0
Public security	-	-	-	-
Transportation	260,628.0	245,358.0	243,955.0	749,941.0
Environmental hygiene	118,074.0	130,191.0	133,992.0	382,257.0
Urban planning and development	64,523.0	65,956.0	62,574.0	193,053.0
Recreation and culture	144,300.0	129,337.0	120,761.0	394,398.0
Total	**622,059.0**	**598,410.0**	**590,572.0**	**1,811,041.0**

Classifying investment expenditures by function serves to highlight their respective purposes.

- The "Transportation" function comprises investments earmarked for the local road system, except for the downtown system, which falls under the authority of the Urban Agglomeration Council.
- The "Environmental Hygiene" function comprises budgets that have been allocated to the secondary water supply and sewage systems.

- The "Urban Planning and Development" function includes an amount of $181.4 million that has been allocated to the work of the Commission des services électriques (electrical service commission) for the 2009-2011 period.
- The "Recreation and Culture" function includes appropriations for the repair of sports and community centres, swimming pools and arenas and for the redesign of parks, green spaces and playgrounds. This function also includes expenditures for the acquisition of new facilities.

Table 50

Capital Expenditures by Asset Category

(In thousands of dollars)

Asset category	2009		2010		2011	
	Protection	Development	Protection	Development	Protection	Development
Road infrastructures	235,019.0	63,001.0	217,193.0	60,402.0	221,171.0	51,295.0
Environment and underground infrastructures	103,900.0	11,013.0	122,700.0	3,983.0	122,700.0	6,286.0
Parks, green spaces and playing fields	26,945.0	25,811.0	13,173.0	9,917.0	15,268.0	6,053.0
Buildings	66,688.0	41,345.0	48,940.0	83,051.0	36,578.0	82,383.0
Land	7,543.0	4,257.0	6,307.0	1,000.0	6,107.0	8,264.0
Vehicles	16,652.0	-	14,714.0	-	14,852.0	-
Office furnishings and equipment	5,035.0	12,507.0	3,754.0	11,728.0	3,619.0	14,581.0
Machinery, specialized tools and equipment	1,291.0	100.0	645.0	150.0	637.0	150.0
Other assets	353.0	599.0	350.0	403.0	330.0	298.0
Total investments	**463,426.0**	**158,633.0**	**427,776.0**	**170,634.0**	**421,262.0**	**169,310.0**
Percentage	**74.5%**	**25.5%**	**71.5%**	**28.5%**	**71.3%**	**28.7%**

Classification of expenditures by asset category serves to confirm the importance of investing in the protection of roadways and underground conduits.

SUMMARY OF FINANCING METHODS

Expenditures under the Three-Year Capital Works Program are largely financed by long-term loans serviced through the operating budget. The city's various financial partners also help finance such expenditures. Among these partners, the higher levels of government participate by making transfer payments.

Table 51
Summary of Financing Methods
(in thousands of dollars)

Methods of financing	2009	2010	2011	Total
Contributions paid by developers	4,150.0	2,326.0	5,326.0	11,802.0
Transfers relating to cost-sharing agreements and other transfers	140,598.0	154,886.0	165,556.0	461,040.0
Accumulated surpluses, general taxes and other	53,822.0	33,129.0	47,199.0	134,150.0
Loans repaid out of commercial activities	58,655.0	61,305.0	57,800.0	177,760.0
Loans charged to the City Council	364,834.0	346,764.0	314,691.0	1,026,289.0
Total	**622,059.0**	**598,410.0**	**590,572.0**	**1,811,041.0**

Contributions Paid by Developers

Contributions paid by developers, which are often called "deposits," represent the financial participation of real estate developers in capital works projects. The by-law concerning infrastructure financing for residential construction, which was adopted in 2003, obliges developers to fully finance new infrastructure. With this by-law, the city adopted a practice current in many Canadian municipalities and one that serves to reduce the debt associated with such new infrastructure.

Transfers Relating to Cost-Sharing Agreements and Other Transfers

"Transfers Relating to Cost-Sharing Agreements and Other Transfers" comprise all grants intended for specific purposes. These transfers stand at $140.6 million in the 2009 Budget.

Accumulated Surpluses, General Taxes and Other

This heading comprises investments financed by allocations from surpluses or reserves, as well as transfers to investment activities paid out of tax revenues. This financing method is expected in 2009 to generate $53.8 million out of a total $134.2 million over the life of the present TCWP.

Loans Repaid out of Commercial Activities

These loans, which pertain to the work of the Commission des services électriques (electrical service commission) are repaid out of the proceeds of the latter's commercial activities. This funding method is scheduled to generate $58.7 million in 2009 and $177.8 million over the 2009 to 2011 period.

Loans Charged to the City Council

City taxpayers are fully responsible for servicing these loans. Investments that will ultimately be financed by loans to be repaid by the taxpayers are scheduled to total $1,026.3 million for the duration of the 2009-2011 TCWP, with $364.8 million of that amount applying to 2009.

It bears mention that two factors determine which taxpayers are responsible for funding costs pertaining to projects carried out by the Ville de Montréal. Local taxpayers are responsible for the very large majority of their borough's capital works projects. All city taxpayers are responsible for capital works projects undertaken by a city department. Distribution of taxpayer burden is illustrated below.

Table 52

Analysis of Indebtedness to Be Repaid by City Taxpayers

(In thousands of dollars)

Business units	2009	2010	2011	Capital works budget total	Ulterior	Grand total
Boroughs						
Ahuntsic–Cartierville	-	-	3,810.0	3,810.0	-	3,810.0
Anjou	4,748.0	4,702.0	5,148.0	14,598.0	-	14,598.0
Côte-des-Neiges–Notre-Dame-de-Grâce	6,209.0	6,209.0	6,209.0	18,627.0	5,959.0	24,586.0
L'Île-Bizard–Sainte-Geneviève	3,352.0	3,010.0	2,070.0	8,432.0	-	8,432.0
Lachine	4,000.0	3,100.0	2,108.0	9,208.0	-	9,208.0
LaSalle	5,132.0	5,132.0	5,132.0	15,396.0	-	15,396.0
Mercier–Hochelaga-Maisonneuve	10,122.0	8,276.0	7,586.0	25,984.0	-	25,984.0
Montréal-Nord	4,919.0	3,815.0	4,155.0	12,889.0	-	12,889.0
Outremont	3,188.0	2,114.0	1,531.0	6,833.0	-	6,833.0
Pierrefonds–Roxboro	1,500.0	6,900.0	3,158.0	11,558.0	-	11,558.0
Plateau-Mont-Royal	8,638.0	3,441.0	2,000.0	14,079.0	3,774.0	17,853.0
Rivière-des-Prairies–Pointe-aux-Trembles	15,563.0	8,347.0	4,721.0	28,631.0	2,800.0	31,431.0
Rosemont–La Petite-Patrie	7,958.0	8,036.0	8,036.0	24,030.0	-	24,030.0
Saint-Laurent	13,453.0	9,046.0	6,441.0	28,940.0	8,035.0	36,975.0
Saint-Léonard	6,100.0	3,400.0	3,400.0	12,900.0	-	12,900.0
Sud-Ouest	5,376.0	5,504.0	5,254.0	16,134.0	-	16,134.0
Verdun	5,010.0	3,963.0	2,493.0	11,466.0	-	11,466.0
Ville-Marie	4,539.0	2,327.0	1,785.0	8,651.0	-	8,651.0
Villeray–Saint-Michel–Parc-Extension	7,239.0	8,267.0	5,320.0	20,826.0	-	20,826.0
Total boroughs	**117,046.0**	**95,589.0**	**80,357.0**	**292,992.0**	**20,568.0**	**313,560.0**
Central departments						
Affaires corporatives	1,100.0	1,100.0	1,100.0	3,300.0	-	3,300.0
Commission des services électriques	1,200.0	1,200.0	1,200.0	3,600.0	342.0	3,942.0
Développement culturel, qualité du milieu de vie et diversité ethnoculturelle	37,410.0	50,020.0	48,164.0	135,594.0	2,500.0	138,094.0
Direction des systèmes d'information	15,019.0	11,727.0	13,690.0	40,436.0	-	40,436.0
Finances	24,000.0	4,000.0	4,000.0	32,000.0	-	32,000.0
Infrastructures, transport et environnement	113,704.0	120,454.0	113,784.0	347,942.0	16,013.0	363,955.0
Mise en valeur du territoire et du patrimoine	55,227.0	62,570.0	52,292.0	170,089.0	350,610.0	520,699.0
Service de police	128.0	104.0	104.0	336.0	-	336.0
Total central departments	**247,788.0**	**251,175.0**	**234,334.0**	**733,297.0**	**369,465.0**	**1,102,762.0**
Total	**364,834.0**	**346,764.0**	**314,691.0**	**1,026,289.0**	**390,033.0**	**1,416,322.0**

IMPACT ON OPERATING BUDGET

TCWP projects have an impact on the operating budget in terms of debt service and operating activity budgets.

The financial impact of a capital expenditure project can take different forms:

- Additional fiscal and non-fiscal (user fees) expenses.
- Additional charges.
- Savings.
- Cost avoidance.

Such effects may or may not be recurring.

Additional revenues, which the residual city generates over the long and mean terms, are generally fiscal in nature and result from development projects that serve to boost the tax base.

The main recurring impact on the residual city of expenditures is the anticipated reduction in maintenance cost for the local road system and the water supply system.

The installation of new facilities in a borough normally generates additional expenditures. The boroughs are generally expected to make the necessary adjustments in their budgets.

SUMMARY OF CAPITAL EXPENDITURES BY BUSINESS UNIT

There are two types of business units: the boroughs and the city departments. The boroughs are responsible for capital works projects pertaining to neighbourhood services. The city departments handle capital works projects intended for the Montréal community as a whole or those that require special expertise.

Table 53

Summary of Capital Expenditures by Business Unit

(In thousands of dollars)

Business units	2009	2010	2011	Capital woks budget total	Ulterior	Grand total
Boroughs						
Ahuntsic–Cartierville	-	-	3,810.0	3,810.0	-	3,810.0
Anjou	4,748.0	4,702.0	5,148.0	14,598.0	-	14,598.0
Côte-des-Neiges–Notre-Dame-de-Grâce	6,209.0	6,209.0	6,209.0	18,627.0	5,959.0	24,586.0
L'Île-Bizard–Sainte-Geneviève	3,352.0	3,010.0	2,070.0	8,432.0	-	8,432.0
Lachine	4,000.0	3,100.0	2,108.0	9,208.0	-	9,208.0
LaSalle	5,132.0	5,132.0	5,132.0	15,396.0	-	15,396.0
Mercier–Hochelaga-Maisonneuve	10,722.0	8,276.0	7,586.0	26,584.0	-	26,584.0
Montréal-Nord	8,172.0	4,500.0	4,300.0	16,972.0	-	16,972.0
Outremont	3,188.0	2,114.0	1,531.0	6,833.0	-	6,833.0
Pierrefonds-Roxboro	5,650.0	7,900.0	7,158.0	20,708.0	-	20,708.0
Plateau-Mont-Royal	8,638.0	3,441.0	2,000.0	14,079.0	3,774.0	17,853.0
Rivière-des-Prairies–Pointe-aux-Trembles	15,563.0	8,347.0	4,721.0	28,631.0	2,800.0	31,431.0
Rosemont–La Petite-Patrie	7,958.0	8,036.0	8,036.0	24,030.0	-	24,030.0
Saint-Laurent	17,953.0	19,316.0	16,311.0	53,580.0	16,056.0	69,636.0
Saint-Léonard	6,100.0	4,400.0	4,400.0	14,900.0	-	14,900.0
Sud-Ouest	6,611.0	5,814.0	5,254.0	17,679.0	-	17,679.0
Verdun	5,010.0	3,963.0	2,493.0	11,466.0	-	11,466.0
Ville-Marie	9,739.0	2,327.0	1,785.0	13,851.0	-	13,851.0
Villeray–Saint-Michel–Parc-Extension	7,239.0	8,267.0	5,320.0	20,826.0	-	20,826.0
Total boroughs	**135,984.0**	**108,854.0**	**95,372.0**	**340,210.0**	**28,589.0**	**368,799.0**
Central departments						
Affaires corporatives	1,100.0	1,100.0	1,100.0	3,300.0	-	3,300.0
Commission des services électriques	59,855.0	62,505.0	59,000.0	181,360.0	342.0	181,702.0
Développement culturel, Qualité du milieu de vie et Diversité ethnoculturelle	45,178.0	65,454.0	74,521.0	185,153.0	2,500.0	187,653.0
Direction des systèmes d'information	15,019.0	11,727.0	13,690.0	40,436.0	-	40,436.0
Finances	24,000.0	4,000.0	4,000.0	32,000.0	-	32,000.0
Infrastructures, Transport et Environnement	255,650.0	260,054.0	265,894.0	781,598.0	16,013.0	797,611.0
Mise en valeur du territoire et du patrimoine	85,145.0	84,612.0	76,891.0	246,648.0	360,584.0	607,232.0
Service de police	128.0	104.0	104.0	336.0	-	336.0
Total central departments	**486,075.0**	**489,556.0**	**495,200.0**	**1,470,831.0**	**379,439.0**	**1,850,270.0**
Total	**622,059.0**	**598,410.0**	**590,572.0**	**1,811,041.0**	**408,028.0**	**2,219,069.0**

DETAILS OF INVESTMENT EXPENDITURES BY BUSINESS UNIT AND PROJECT

The following pages provide an investment breakdown by business unit and project.

Borough of Ahuntsic-Cartierville

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
55836	Program to protect road infrastructures	-	-	1,310.0	**1,310.0**	-	1,310.0
55733	Road repair program	-	-	500.0	**500.0**	-	500.0
36024	Replacement of equipment - maison de la culture and libraries	-	-	2,000.0	**2,000.0**	-	2,000.0
Total		-	-	**3,810.0**	**3,810.0**	-	**3,810.0**

Borough of Anjou

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
68509	Acquisition of equipment and computer system development	72.0	-	-	**72.0**	-	72.0
20031	Landscaping parks	-	1,500.0	-	**1,500.0**	-	1,500.0
42225	Construction of a chalet at the Dalkeith park-school	-	2,000.0	-	**2,000.0**	-	2,000.0
68709	Program to acquire small equipment	-	20.0	62.0	**82.0**	-	82.0
38509	Program to upgrade traffic lights	-	-	159.0	**159.0**	-	159.0
42509	Program to protect cultural buildings	230.0	25.0	45.0	**300.0**	-	300.0
34509	Program to preserve recreation and community centres	742.0	110.0	775.0	**1,627.0**	-	1,627.0
67509	Program to rebuild building envelopes	100.0	-	865.0	**965.0**	-	965.0
55510	Road repair program	3,260.0	1,047.0	2,400.0	**6,707.0**	-	6,707.0
68609	Program to replace vehicles	344.0	-	842.0	**1,186.0**	-	1,186.0
Total		**4,748.0**	**4,702.0**	**5,148.0**	**14,598.0**	-	**14,598.0**

Borough of Côte-des-Neiges–Notre-Dame-de-Grâce

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
30099	Construction of a library	500.0	900.0	2,000.0	**3,400.0**	-	3,400.0
42400	Construction of the Benny sports and community complex	1,000.0	1,000.0	1,200.0	**3,200.0**	-	3,200.0
55959	Land decontamination program	200.0	200.0	-	**400.0**	-	400.0
34227	Program to relandscape older parks	600.0	350.0	-	**950.0**	851.0	1,801.0
67851	Program to rebuild building envelopes	771.0	400.0	-	**1,171.0**	1,650.0	2,821.0
55734	Road repair program	2,000.0	2,000.0	2,000.0	**6,000.0**	2,000.0	8,000.0
57101	Program to replace urban furniture	105.0	106.0	-	**211.0**	-	211.0
68027	Program to replace vehicles	1,033.0	1,033.0	1,009.0	**3,075.0**	1,058.0	4,133.0
55027	Program for traffic lights and overhead lighting	-	100.0	-	**100.0**	100.0	200.0
31220	Program to install lighting fixtures and structures	-	120.0	-	**120.0**	300.0	420.0
Total		**6,209.0**	**6,209.0**	**6,209.0**	**18,627.0**	**5,959.0**	**24,586.0**

Borough of L'Île-Bizard–Sainte-Geneviève

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
68606	Computerization development program	50.0	50.0	50.0	**150.0**	-	150.0
34506	Program to relandscape older parks	740.0	765.0	375.0	**1,880.0**	-	1,880.0
44506	Program to rebuild administration buildings	75.0	500.0	-	**575.0**	-	575.0
42506	Program to preserve recreation and community centres	195.0	100.0	195.0	**490.0**	-	490.0
56706	Road repair program	1,850.0	1,400.0	1,450.0	**4,700.0**	-	4,700.0
68506	Program to replace vehicles	442.0	195.0	-	**637.0**	-	637.0
Total		**3,352.0**	**3,010.0**	**2,070.0**	**8,432.0**	-	**8,432.0**

Borough of Lachine

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
57517	Program to install street lighting	200.0	200.0	200.0	**600.0**	-	600.0
68517	Program to manage computer obsolescence	50.0	-	-	**50.0**	-	50.0
58517	Program to upgrade traffic lights	125.0	50.0	50.0	**225.0**	-	225.0
66517	Program to preserve administration buildings	250.0	50.0	58.0	**358.0**	-	358.0
32517	Program to relandscape older parks	200.0	200.0	200.0	**600.0**	-	600.0
42517	Program to rebuild sports and community buildings	450.0	1,000.0	-	**1,450.0**	-	1,450.0
55717	Road repair program	1,950.0	1,550.0	1,550.0	**5,050.0**	-	5,050.0
68017	Program to replace vehicles	775.0	50.0	50.0	**875.0**	-	875.0
Total		**4,000.0**	**3,100.0**	**2,108.0**	**9,208.0**	**-**	**9,208.0**

Borough of LaSalle

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
55709	Program to install lighting equipment	450.0	450.0	450.0	**1,350.0**	-	1,350.0
68160	Program to manage computer obsolescence	150.0	150.0	150.0	**450.0**	-	450.0
34210	Program to relandscape older parks	982.0	750.0	750.0	**2,482.0**	-	2,482.0
55700	Road repair program	3,050.0	3,082.0	3,082.0	**9,214.0**	-	9,214.0
68018	Program to replace vehicles	500.0	700.0	700.0	**1,900.0**	-	1,900.0
Total		**5,132.0**	**5,132.0**	**5,132.0**	**15,396.0**	**-**	**15,396.0**

Borough of Mercier–Hochelaga-Maisonneuve

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
55001	Residential development - Louis-H.-Lafontaine site	-	940.0	-	**940.0**	-	940.0
68723	Program to acquire small equipment	477.0	225.0	225.0	**927.0**	-	927.0
66055	Program to preserve buildings	4,200.0	1,975.0	1,975.0	**8,150.0**	-	8,150.0
34223	Program to relandscape parks	1,676.0	975.0	975.0	**3,626.0**	-	3,626.0
55729	Road repair program	1,950.0	1,975.0	1,975.0	**5,900.0**	-	5,900.0
68023	Program to replace vehicles	1,419.0	1,186.0	1,186.0	**3,791.0**	-	3,791.0
46123	Integrated urban revitalization program	-	-	250.0	**250.0**	-	250.0
55011	Relocation of borough hall	1,000.0	1,000.0	1,000.0	**3,000.0**	-	3,000.0
Total		**10,722.0**	**8,276.0**	**7,586.0**	**26,584.0**	-	**26,584.0**

Borough of Montréal-Nord

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
66016	Program to preserve administration buildings	100.0	100.0	100.0	**300.0**	-	300.0
42316	Sports building preservation program	1,500.0	-	-	**1,500.0**	-	1,500.0
34616	Program to relandscape older parks	2,472.0	200.0	-	**2,672.0**	-	2,672.0
55716	Road repair program	3,700.0	3,700.0	3,700.0	**11,100.0**	-	11,100.0
68016	Program to replace vehicles	400.0	500.0	500.0	**1,400.0**	-	1,400.0
Total		**8,172.0**	**4,500.0**	**4,300.0**	**16,972.0**	-	**16,972.0**

Borough of Outremont

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
34100	Program to upgrade playing fields	605.0	309.0	150.0	**1,064.0**	-	1,064.0
68070	Program to manage computer obsolescence	30.0	60.0	30.0	**120.0**	-	120.0
66040	Program to preserve administration buildings	326.0	400.0	450.0	**1,176.0**	-	1,176.0
55705	Road repair program	2,075.0	1,250.0	846.0	**4,171.0**	-	4,171.0
68005	Program to replace vehicles	152.0	95.0	55.0	**302.0**	-	302.0
Total		**3,188.0**	**2,114.0**	**1,531.0**	**6,833.0**	-	**6,833.0**

Borough of Pierrefonds-Roxboro

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
32513	Development of new local parks	500.0	200.0	-	**700.0**	-	700.0
16513	Residential development - infrastructures	4,150.0	1,000.0	4,000.0	**9,150.0**	-	9,150.0
30013	Program to build or expand cultural or community buildings and/or librairies	100.0	1,000.0	158.0	**1,258.0**	-	1,258.0
66513	Program to preserve administration buildings	300.0	1,000.0	500.0	**1,800.0**	-	1,800.0
34513	Program to relandscape older parks	200.0	200.0	-	**400.0**	-	400.0
55713	Road repair program	100.0	3,000.0	1,500.0	**4,600.0**	-	4,600.0
68013	Program to replace vehicles	300.0	1,500.0	1,000.0	**2,800.0**	-	2,800.0
Total		**5,650.0**	**7,900.0**	**7,158.0**	**20,708.0**	**-**	**20,708.0**

Borough of Plateau-Mont-Royal

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
36030	Development of a cultural, community or civic pole of attraction	1.0	-	-	**1.0**	1,775.0	1,776.0
66180	Program to preserve administration buildings	1,267.0	-	-	**1,267.0**	-	1,267.0
42307	Program to preserve sports facilities	1,400.0	1,200.0	-	**2,600.0**	750.0	3,350.0
34222	Program to relandscape older parks	3,498.0	-	-	**3,498.0**	-	3,498.0
55735	Road repair program	1,300.0	1,300.0	1,300.0	**3,900.0**	-	3,900.0
68022	Program to replace vehicles	1,022.0	700.0	700.0	**2,422.0**	-	2,422.0
66183	Maguire and du Carmel sector – requalification	150.0	241.0	-	**391.0**	1,249.0	1,640.0
Total		**8,638.0**	**3,441.0**	**2,000.0**	**14,079.0**	**3,774.0**	**17,853.0**

Borough of Rivière-des-Prairies–Pointe-aux-Trembles

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
51004	Upgrading of the Rodrigue-Gilbert Arena	50.0	-	-	50.0	-	50.0
30056	Enhancement of the old section of Pointe-aux-Trembles	1,000.0	1,500.0	-	2,500.0	-	2,500.0
34123	Program to upgrade playing fields	325.0	1,375.0	550.0	2,250.0	-	2,250.0
34019	Program to upgrade outdoor sports facilities	100.0	400.0	-	500.0	-	500.0
32019	Program to relandscape parks	100.0	-	-	100.0	-	100.0
40010	Program to acquire sports facilities	323.0	1,577.0	-	1,900.0	-	1,900.0
68073	Program to manage computer obsolescence	25.0	-	-	25.0	-	25.0
66178	Program to protect service yards	1,335.0	-	-	1,335.0	-	1,335.0
34219	Program to relandscape parks	1,030.0	1,430.0	2,700.0	5,160.0	-	5,160.0
55892	Program to rebuild arterial streets	2,550.0	1,400.0	1,400.0	5,350.0	2,800.0	8,150.0
34126	Program to redevelop soccer fields and tennis courts	900.0	-	-	900.0	-	900.0
42202	Program to rebuild recreational and community centres	1,675.0	100.0	71.0	1,846.0	-	1,846.0
55731	Road repair program	1,500.0	-	-	1,500.0	-	1,500.0
34319	Program to replace park equipment	200.0	-	-	200.0	-	200.0
68019	Program to replace vehicles	1,225.0	-	-	1,225.0	-	1,225.0
16004	Infrastructure repair program – new residential areas	3,225.0	565.0	-	3,790.0	-	3,790.0
Total		**15,563.0**	**8,347.0**	**4,721.0**	**28,631.0**	**2,800.0**	**31,431.0**

Borough of Rosemont–La Petite-Patrie

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
32025	Landscaping - new local parks	-	500.0	500.0	**1,000.0**	-	1,000.0
10000	Residential development - Angus	150.0	-	-	**150.0**	-	150.0
40005	Program to acquire sports, community and cultural facilities	561.0	1,515.0	800.0	**2,876.0**	-	2,876.0
66461	Program to protect garages and workshops	929.0	-	-	**929.0**	-	929.0
42303	Program to preserve sports buildings	240.0	-	786.0	**1,026.0**	-	1,026.0
34225	Program to relandscape parks	708.0	906.0	835.0	**2,449.0**	-	2,449.0
67852	Program to rebuild building envelopes	37.0	1,000.0	1,000.0	**2,037.0**	-	2,037.0
55732	Road repair program	3,468.0	2,500.0	2,500.0	**8,468.0**	-	8,468.0
68025	Program to replace vehicles	1,615.0	1,615.0	1,615.0	**4,845.0**	-	4,845.0
16005	Infrastructure repair program – new residential areas	250.0	-	-	**250.0**	-	250.0
Total		**7,958.0**	**8,036.0**	**8,036.0**	**24,030.0**	-	**24,030.0**

Borough of Saint-Laurent

Investment by Project and Program

(in thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
32516	Landscaping parks - Mitchell et Jules-Poitras sites	100.0	-	-	**100.0**	-	100.0
32518	Landscaping parks - Philippe-Laheurte	1,000.0	1,000.0	1,000.0	**3,000.0**	-	3,000.0
30085	Construction of a sports complex	-	100.0	100.0	**200.0**	200.0	400.0
30086	Construction of a library	687.0	11,191.0	9,091.0	**20,969.0**	10,092.0	31,061.0
30087	Construction of wading pools and watergame sites	1,424.0	-	-	**1,424.0**	-	1,424.0
11615	Residential development - Bois-Franc project – lighting and landscaping	400.0	500.0	500.0	**1,400.0**	100.0	1,500.0
30095	Upgrading chalets in parks	2,451.0	1,500.0	1,150.0	**5,101.0**	3,006.0	8,107.0
32522	Program to improve outdoor sports facilities	-	500.0	600.0	**1,100.0**	-	1,100.0
68086	Program to manage computer obsolescence	310.0	-	-	**310.0**	-	310.0
30089	Building-preservation program	2,925.0	25.0	120.0	**3,070.0**	-	3,070.0
32515	Program to relandscape parks	4,506.0	700.0	50.0	**5,256.0**	200.0	5,456.0
55714	Road repair program	2,550.0	2,100.0	2,000.0	**6,650.0**	1,800.0	8,450.0
44715	Program to replace steel lampposts	-	100.0	100.0	**200.0**	100.0	300.0
68015	Program to replace vehicles	1,500.0	1,500.0	1,500.0	**4,500.0**	458.0	4,958.0
30083	Rehabilitation of commercial thoroughfares	100.0	100.0	100.0	**300.0**	100.0	400.0
Total		**17,953.0**	**19,316.0**	**16,311.0**	**53,580.0**	**16,056.0**	**69,636.0**

Borough of Saint-Léonard

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
68614	Acquisition of equipment and computer system development	375.0	100.0	100.0	**575.0**	-	575.0
34614	Program to upgrade playing fields	275.0	435.0	450.0	**1,160.0**	-	1,160.0
42314	Program to preserve sports buildings	206.0	-	-	**206.0**	-	206.0
42514	Program to protect recreation and community centres	425.0	-	650.0	**1,075.0**	-	1,075.0
55718	Road repair program	3,867.0	2,580.0	2,413.0	**8,860.0**	-	8,860.0
34314	Program to replace park equipment	197.0	225.0	-	**422.0**	-	422.0
68514	Program to replace vehicles	755.0	695.0	787.0	**2,237.0**	-	2,237.0
16514	Infrastructure repair program – new residential areas	-	365.0	-	**365.0**	-	365.0
Total		**6,100.0**	**4,400.0**	**4,400.0**	**14,900.0**	-	**14,900.0**

Borough of Sud-Ouest

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
68721	Program to acquire equipment and urban furniture	75.0	75.0	75.0	**225.0**	-	225.0
34421	Program to relandscape older parks	150.0	100.0	-	**250.0**	-	250.0
69095	Program to build and modify underground conduits	185.0	-	-	**185.0**	-	185.0
57023	Program to install lighting fixtures and structures	200.0	200.0	154.0	**554.0**	-	554.0
68053	Program to manage computer obsolescence	50.0	50.0	50.0	**150.0**	-	150.0
42304	Program to preserve recreation and community centres	2,580.0	1,535.0	925.0	**5,040.0**	-	5,040.0
34221	Program to relandscape parks	475.0	858.0	950.0	**2,283.0**	-	2,283.0
55736	Raod repair program	1,800.0	1,896.0	2,000.0	**5,696.0**	-	5,696.0
68021	Program to replace vehicles	1,096.0	1,100.0	1,100.0	**3,296.0**	-	3,296.0
Total		**6,611.0**	**5,814.0**	**5,254.0**	**17,679.0**	-	**17,679.0**

Borough of Verdun

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
34712	Projects to upgrade embankments	-	109.0	-	**109.0**	-	109.0
34512	Program to upgrade playing fields	759.0	47.0	47.0	**853.0**	-	853.0
57512	Program to install lighting equipment	-	95.0	-	**95.0**	-	95.0
59512	Program to bring traffic lights up to standard	66.0	66.0	66.0	**198.0**	-	198.0
66512	Program to protect wastewater treatment facilities, garages and workshops	95.0	-	-	**95.0**	-	95.0
66612	Program to preserve administration buildings	57.0	237.0	95.0	**389.0**	-	389.0
42512	Program to preserve sports buildings	411.0	594.0	113.0	**1,118.0**	-	1,118.0
34612	Program to relandscape parks	374.0	71.0	47.0	**492.0**	-	492.0
42612	Program to rehabilitate recreation and community centres	705.0	382.0	119.0	**1,206.0**	-	1,206.0
55719	Road repair program	1,617.0	1,603.0	1,247.0	**4,467.0**	-	4,467.0
68512	Program to replace heating equipment	759.0	759.0	759.0	**2,277.0**	-	2,277.0
42712	Renovation of heritage municipal buildings	167.0	-	-	**167.0**	-	167.0
Total		**5,010.0**	**3,963.0**	**2,493.0**	**11,466.0**	-	**11,466.0**

Borough of Ville-Marie

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
68052	Program to acquire small equipment	200.0	100.0	150.0	**450.0**	-	450.0
40011	Program to acquire sports, community or cultural facilities	5,427.0	1,500.0	-	**6,927.0**	-	6,927.0
66553	Program to preserve building sites	283.0	100.0	265.0	**648.0**	-	648.0
34220	Program to relandscape older parks	1,253.0	127.0	400.0	**1,780.0**	-	1,780.0
55737	Road repair program	1,306.0	200.0	420.0	**1,926.0**	-	1,926.0
34320	Program to replace park equipment	670.0	-	50.0	**720.0**	-	720.0
68020	Program to replace vehicles	600.0	300.0	500.0	**1,400.0**	-	1,400.0
Total		**9,739.0**	**2,327.0**	**1,785.0**	**13,851.0**	-	**13,851.0**

Borough of Villeray–Saint-Michel–Parc-Extension

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
42305	Program to protect buildings	1,384.0	3,765.0	470.0	**5,619.0**	-	5,619.0
34226	Program to relandscape older parks	700.0	250.0	250.0	**1,200.0**	-	1,200.0
55730	Road repair program	4,480.0	3,400.0	4,000.0	**11,880.0**	-	11,880.0
68026	Program to replace vehicles	675.0	852.0	600.0	**2,127.0**	-	2,127.0
Total		**7,239.0**	**8,267.0**	**5,320.0**	**20,826.0**	-	**20,826.0**

Affaires corporatives

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
68099	Program to replace vehicles	1,100.0	1,100.0	1,100.0	**3,300.0**	-	3,300.0
Total		**1,100.0**	**1,100.0**	**1,100.0**	**3,300.0**	**-**	**3,300.0**

Commission des services électriques

Investment by Project and Program

(in thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget	Ulterior	Grand Total
69900	Conversion – laying of underground wires	1,200.0	1,200.0	1,200.0	**3,600.0**	342.0	3,942.0
69097	Program to build and modify underground conduits	58,655.0	61,305.0	57,800.0	**177,760.0**	-	177,760.0
Total		**59,855.0**	**62,505.0**	**59,000.0**	**181,360.0**	**342.0**	**181,702.0**

Développement culturel, Qualité du milieu de vie et Diversité ethnoculturelle

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
Direction des grands parcs et de la nature en ville							
34600	Landscaping - De l'Assomption nursery	-	-	100.0	**100.0**	-	100.0
32325	Program to develop the blue network	273.0	79.0	-	**352.0**	-	352.0
34300	Program to develop large parks	3,775.0	2,151.0	3,489.0	**9,415.0**	-	9,415.0
34260	Program to redevelop parc René-Lévesque	-	-	2,000.0	**2,000.0**	-	2,000.0
Sub-total		**4,048.0**	**2,230.0**	**5,589.0**	**11,867.0**	-	**11,867.0**
Direction des Muséums nature de Montréal							
37002	Construction of a new planetarium	1,280.0	9,783.0	19,763.0	**30,826.0**	2,000.0	32,826.0
37004	Nature museums – development of infrastructures	990.0	549.0	37.0	**1,576.0**	-	1,576.0
37000	Science centre administration – capital works projects	10,183.0	7,158.0	2,500.0	**19,841.0**	-	19,841.0
Sub-total		**12,453.0**	**17,490.0**	**22,300.0**	**52,243.0**	**2,000.0**	**54,243.0**
Direction des sports							
38350	Construction – sports complexes	10,800.0	19,800.0	21,800.0	**52,400.0**	500.0	52,900.0
Sub-total		**10,800.0**	**19,800.0**	**21,800.0**	**52,400.0**	**500.0**	**52,900.0**
Direction du développement culturel							
36306	Acquisition of artworks	40.0	40.0	40.0	**120.0**	-	120.0
38120	Acquisition and enhancement of cultural equipment	3,075.0	3,073.0	7,070.0	**13,218.0**	-	13,218.0
36206	Installation of new public artworks	559.0	363.0	258.0	**1,180.0**	-	1,180.0
36307	Commemorative plaques and monuments – upgrading program	30.0	30.0	30.0	**90.0**	-	90.0
36610	Program to renovate, extend and build libraries	13,430.0	21,688.0	16,714.0	**51,832.0**	-	51,832.0
39601	Restoration of public art	273.0	270.0	250.0	**793.0**	-	793.0
39701	Restoration of works of art – furniture and identification	50.0	50.0	50.0	**150.0**	-	150.0
Sub-total		**17,457.0**	**25,514.0**	**24,412.0**	**67,383.0**	-	**67,383.0**
Direction générale adjointe							
36400	Program to replace vehicles	420.0	420.0	420.0	**1,260.0**	-	1,260.0
Sub-total		**420.0**	**420.0**	**420.0**	**1,260.0**	-	**1,260.0**
Total		**45,178.0**	**65,454.0**	**74,521.0**	**185,153.0**	**2,500.0**	**187,653.0**

Direction des systèmes d'information

Investment by Project and Program

(in thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
68040	Computerization development program	11,396.0	8,663.0	10,731.0	**30,790.0**	-	30,790.0
68050	Program to manage computer obsolescence	3,623.0	3,064.0	2,959.0	**9,646.0**	-	9,646.0
Total		**15,019.0**	**11,727.0**	**13,690.0**	**40,436.0**	-	**40,436.0**

Finances

Investment by Project and Program

(in thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
08041	Initiative fund for boroughs	20,000.0	-	-	20,000.0	-	20,000.0
31500	Program to improve the municipal organization	4,000.0	4,000.0	4,000.0	12,000.0	-	12,000.0
Total		24,000.0	4,000.0	4,000.0	32,000.0	-	32,000.0

Infrastructures, Transport et Environnement

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
Direction du transport							
59020	Improvement of pedestrian traffic	300.0	100.0	-	400.0	-	400.0
59015	Improvement of road safety	120.0	-	-	120.0	-	120.0
59022	Determination of traffic-calming perimeters	250.0	250.0	-	500.0	-	500.0
45000	Development of the bicycle-path network	3,311.0	3,149.0	3,149.0	9,609.0	-	9,609.0
76000	Modernization of rue Notre-Dame	5,111.0	5,111.0	5,111.0	15,333.0	-	15,333.0
59009	Geometric development program – arterial network	500.0	1,000.0	971.0	2,471.0	-	2,471.0
55830	Program to repair major arteries	48,517.0	43,099.0	51,629.0	143,245.0	-	143,245.0
55860	Program to rebuild arterial streets - local network	58,042.0	48,042.0	48,042.0	154,126.0	-	154,126.0
55880	Program to repair local roads downtown	46.0	-	-	46.0	-	46.0
46000	Program to rebuild road structures	8,539.0	13,650.0	6,708.0	28,897.0	1,500.0	30,397.0
46006	Program to repair road structures in association with the ministère des Transports du Québec	2,000.0	-	9,500.0	11,500.0	-	11,500.0
46100	Program to repair the Latour Bridge	100.0	-	-	100.0	-	100.0
54100	Transport system program using new technologies	500.0	1,500.0	3,000.0	5,000.0	2,500.0	7,500.0
55840	Extension of boulevard Maurice-Duplessis – East train project	3,000.0	10,000.0	8,000.0	21,000.0	-	21,000.0
55841	Extension of boulevard Cavendish	11,000.0	-	-	11,000.0	-	11,000.0
59018	Improvement of pedestrian safety along arteries	3,231.0	4,060.0	1,009.0	8,300.0	3,000.0	11,300.0
59002	Program for traffic lights and overhead lighting	7,183.0	7,393.0	6,075.0	20,651.0	9,013.0	29,664.0
Sub-total		**151,750.0**	**137,354.0**	**143,194.0**	**432,298.0**	**16,013.0**	**448,311.0**

Infrastructures, Transport et Environnement (continued)

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
Direction de la gestion stratégique des réseaux d'eau							
99001	Program to rehabilitate waterworks and sewer systems - Ongoing projects	41,800.0	-	-	**41,800.0**	-	41,800.0
99003	Program to rehabilitate waterworks and sewer systems - Unsubsidized work	10,000.0	15,000.0	15,000.0	**40,000.0**	-	40,000.0
99002	Program to rehabilitate waterworks and sewer systems - Subsidized projects	49,100.0	101,700.0	101,700.0	**252,500.0**	-	252,500.0
Sub-total		**100,900.0**	**116,700.0**	**116,700.0**	**334,300.0**	-	**334,300.0**
Direction de la propreté							
76002	Program to develop or redevelop snow elimination sites	3,000.0	6,000.0	6,000.0	**15,000.0**	-	15,000.0
Sub-total		**3,000.0**	**6,000.0**	**6,000.0**	**15,000.0**	-	**15,000.0**
Total		**255,650.0**	**260,054.0**	**265,894.0**	**781,598.0**	**16,013.0**	**797,611.0**

Mise en valeur du territoire et du patrimoine

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
Fonds d'investissement							
41002	Aéroports de Montréal (ADM) - construction of infrastructure	5,000.0	4,000.0	-	**9,000.0**	-	9,000.0
39001	Outremont campus - infrastructures and development	5,200.0	10,042.0	24,419.0	**39,661.0**	25,385.0	65,046.0
40675	Saint-Michel quarry - infrastructures and development	400.0	3,243.0	1,157.0	**4,800.0**	-	4,800.0
39705	MUHC, Glen Yards - infrastructures	8,104.0	18,900.0	13,964.0	**40,968.0**	18,212.0	59,180.0
35091	Île-des-Soeurs - infrastructures	3,520.0	4,803.0	3,350.0	**11,673.0**	5,200.0	16,873.0
40600	L'Acadie-Chabanel - Infrastructures and development	8,092.0	7,272.0	4,000.0	**19,364.0**	-	19,364.0
40130	Infrastructure program for real estate development	13,314.0	5,000.0	1,000.0	**19,314.0**	70,000.0	89,314.0
35010	Quartier des spectacles - complementary projects	1,000.0	1,000.0	1,000.0	**3,000.0**	1,000.0	4,000.0
40146	Contrecoeur site - Infrastructures and development	3,703.0	2,609.0	2,609.0	**8,921.0**	5,217.0	14,138.0
40303	Rosemont site workshops - infrastructures for private development	2,035.0	-	-	**2,035.0**	-	2,035.0
40304	Saint-Jacques / Upper-Lachine - Enhancement for development purposes	3,661.0	-	-	**3,661.0**	-	3,661.0
40150	Saint-Viateur Est - Revitalization of sector	1,200.0	1,959.0	-	**3,159.0**	-	3,159.0
41001	Technoparc de Montréal - Infrastructures and development	1,149.0	-	-	**1,149.0**	-	1,149.0
41501	Technopôle Angus - infrastructures	1,594.0	-	-	**1,594.0**	-	1,594.0
40301	Municipal lots - Infrastructures and development	-	3,000.0	3,000.0	**6,000.0**	12,000.0	18,000.0
Sub-total		**57,972.0**	**61,828.0**	**54,499.0**	**174,299.0**	**137,014.0**	**311,313.0**

Mise en valeur du territoire et du patrimoine (continued)

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
Immovables							
66190	Plateau-Mont-Royal service yard	938.0	5,217.0	8,316.0	**14,471.0**	-	14,471.0
66680	Édifice Chaussegros-de-Léry - Development	153.0	-	-	**153.0**	-	153.0
66130	Building accessibility program	1,717.0	1,727.0	1,697.0	**5,141.0**	-	5,141.0
30920	Strategic investment program – municipal land and immovables	4,824.0	4,212.0	5,500.0	**14,536.0**	221,464.0	236,000.0
66030	Program to preserve administration buildings	3,961.0	4,509.0	3,535.0	**12,005.0**	-	12,005.0
38009	Program to preserve cultural buildings	1,095.0	400.0	-	**1,495.0**	-	1,495.0
66460	Program to preserve corporate industrial buildings	286.0	828.0	-	**1,114.0**	-	1,114.0
42306	Program to preserve sports buildings	3,155.0	1,161.0	-	**4,316.0**	-	4,316.0
66167	Program to preserve electric mechanical systems	590.0	2,234.0	182.0	**3,006.0**	190.0	3,196.0
20910	Vehicle replacement program	350.0	325.0	325.0	**1,000.0**	600.0	1,600.0
66240	Relocation of technical support activities – Viau-De Rouen Complex	96.0	239.0	143.0	**478.0**	-	478.0
66670	Renovation of the municipal court building	152.0	-	-	**152.0**	-	152.0
42290	Rénovation of the Complexe sportif Claude-Robillard	8,808.0	1,408.0	1,057.0	**11,273.0**	-	11,273.0
Sub-total		**26,125.0**	**22,260.0**	**20,755.0**	**69,140.0**	**222,254.0**	**291,394.0**
Regular projets							
48008	Additional projects – development of social and community housing	597.0	217.0	-	**814.0**	-	814.0
39710	Turcot Yard	-	307.0	1,637.0	**1,944.0**	1,316.0	3,260.0
40133	Domaine Pominville - infrastructures	451.0	-	-	**451.0**	-	451.0
Sub-total		**1,048.0**	**524.0**	**1,637.0**	**3,209.0**	**1,316.0**	**4,525.0**
Total		**85,145.0**	**84,612.0**	**76,891.0**	**246,648.0**	**360,584.0**	**607,232.0**

Service de police

Investment by Project and Program

(in thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget Total	Ulterior	Grand Total
71076	Program to replace vehicles	128.0	104.0	104.0	**336.0**	-	336.0
Total		**128.0**	**104.0**	**104.0**	**336.0**	-	**336.0**

Montréal en action

2009 Urban Agglomeration Council Budget

URBAN AGGLOMERATION
COUNCIL
BUDGET BY ACTIVITY

STATEMENT OF OPERATING ACTIVITIES FOR TAX PURPOSES

The Statement of Operating Activities for Tax Purposes presents a synopsis of the city's operating budget with respect to revenues, expenditures, aliquot shares for financing urban agglomeration activities, financing and allocations. Revenues are presented by category, while expenditures are presented by municipal function. Allocations represent:

- Funding that must be earmarked for specific purposes, such as capital works activities (TCWP) or repayment of principal on loans taken out to finance operating activities.
- Funding from different financial reserves of reserved funds and accumulated surpluses used to finance the current fiscal year's operating activities.
- Amounts forecast for the future.

Table 54

Statement of Operating Activities for Tax Purposes—Urban Agglomeration Council Budget

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Revenues			
Taxes	1,635,312.2	0.0	(100.0)
Payments in lieu of taxes	141,405.2	0.0	(100.0)
Aliquot shares	0.0	1,746,787.9	-
Other revenues from local sources	208,405.6	210,135.3	0.8
Transfers	71,299.8	75,046.7	5.3
Total revenues	**2,056,422.8**	**2,031,969.9**	**(1.2)**
Exependitures			
General administration	214,372.3	197,935.5	(7.7)
Public security	841,683.8	878,094.8	4.3
Transportation	452,870.7	381,949.9	(15.7)
Environmental hygiene	245,402.2	256,978.1	4.7
Health and welfare	35,238.1	37,922.9	7.6
Urban planning and development	49,470.3	47,226.6	(4.5)
Recreation and culture	72,615.1	66,417.4	(8.5)
Financing expenses	75,194.5	81,341.7	8.2
Total expenditures	**1,986,847.0**	**1,947,866.9**	**(2.0)**
Aliquot shares for financing urban agglomeration activities	**0.0**	**0.0**	-
Financing			
Long-term financing of operating activities	0.0	0.0	-
Repayment of long-term debt	100,099.1	120,359.8	20.2
Total financing	**100,099.1**	**120,359.8**	**20.2**
Total expenditures, aliquot shares and financing	**2,086,946.1**	**2,068,226.7**	**(0.9)**
Surplus (deficit) before allocations	**(30,523.3)**	**(36,256.8)**	
Allocations			
Capital assets activities	(17,310.5)	(4,000.0)	
Repayment of capital	0.0	0.0	
Accumulated surplus (deficit)			
- Unallocated operating surplus (deficit)	0.0	0.0	
- Allocated operating surplus, financial reserve and reserved funds	25,927.2	23,300.0	
- Amounts forecast for the future	21,906.6	16,956.8	
Total allocations	**30,523.3**	**36,256.8**	
Operating surplus (deficit) for fiscal purposes	-	-	

ANALYSIS OF OPERATING ACTIVITIES—REVENUES

The Revenue Budget has been divided into five main categories consistent with the guidelines set out in MAMR's *Manuel de la présentation de l'information financière municipale*:

- Taxes
- Payments in Lieu of Taxes
- Aliquot Shares
- Other Revenues from Local Sources
- Transfers

These five revenues categories and their component units are discussed on the next few pages.

Aliquot Shares

This section describes the 2009 revenues collected in the form of aliquot shares from the related municipalities. For purposes of comparison, it also presents 2008 revenues drawn on taxes and payments in lieu of taxes.

Table 55
Aliquot Shares, Taxes and Payments in Lieu of Taxes

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Taxes			
On property value			
General tax	1,547,145.2	0.0	(100.0)
Contribution to improve water service	57,999.7	0.0	(100.0)
Road tax	19,187.3	0.0	(100.0)
Other	793.2	0.0	(100.0)
On another basis	10,186.8	0.0	(100.0)
	1,635,312.2	**-**	**(100.0)**
Payments in lieu of taxes	**141,405.2**	**0,0**	**(100.0)**
Aliquot shares			
General aliquot shares	0.0	1,465,789.9	-
Aliquot shares – water service	0.0	110,808.6	-
Aliquot shares – drinking water supply	0.0	53,255.9	-
Aliquot shares – water financial reserve	0.0	80,000.0	-
Aliquot shares – first responder service	0.0	7,097.3	-
Aliquot shares – arterial road system debts (2006-2008)	0.0	29,836.2	-
	-	**1,746,787.9**	-
Total	**1,776,717.4**	**1,746,787.9**	**(1.7)**

The urban agglomeration's revenues from aliquot shares stand at $1,746,787.9 in the 2009 Budget, down 1.7% (-$29.9 million) from 2008 tax revenues.

This change in revenues is primarily due to:

- Changes in the sharing of authority among the urban agglomeration and the related municipalities under *An Act to amend various legislative provisions concerning Montréal* (Bill 22), resulting in a $110 million decline in urban agglomeration expenditures.
- A $20 million increase in the contribution to the Water Financial Reserve.
- Other changes in expenditures that will, on the whole, increase the operating budget by a bit more than $70 million.
- An $11.2 million increase in allocations, other revenues and transfers.

Other Revenues from Local Sources

This category includes all revenues other than those generated by taxation, payments in lieu of taxes, aliquot shares and transfers. It includes amounts derived from management activities and service delivery within the framework of authority conferred by the Urban Agglomeration Council in 2009. This category thus comprises revenues generated from services provided to municipal organizations and from services rendered to taxpayers or to private businesses, as well as other revenues. The latter includes such fees as those pertaining to licenses, permits and real estate transfers and revenues generated by fines and penalties. Interest, proceeds from the disposal of long-term assets, taxes paid by developers, contributions from municipal bodies and various other types of revenues also fall into this category.

Table 56
Other Revenues from Local Sources

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Services provided to municipal organizations	**146.1**	**155.6**	**6.5**
Other services provided	**66,311.3**	**74,086.0**	**11.7**
Other revenues			
Fee collection			
- licenses and permits	1,891.0	1,891.0	-
- real estate transfer fees	0.0	0.0	-
	1,891.0	1,891.0	-
Fines and penalties			
- tickets – traffic and parking	79,088.7	76,796.4	(2.9)
- other – fines and penalties	8,559.0	9,419.5	10.1
	87,647.7	86,215.9	(1.6)
Interest			
- tax arrears	4,386.7	483.6	(89.0)
- amortization fund	451.6	1,093.0	142.0
- cash and other interest	28,553.7	23,715.3	(16.9)
	33,392.0	25,291.9	(24.3)
Long-term transfer of assets	360.0	360.0	-
Contribution by municipal organizations	18,276.1	21,742.5	19.0
Other	381.4	392.4	2.9
	141,948.2	**135,893.7**	**(4.3)**
Total	**208,405.6**	**210,135.3**	**0.8**

Services Provided to Municipal Organizations

This item totals $155.6 million in the 2009 Budget, a slight decline from the Restated 2008 Budget, and represents the value of water sold to the municipality of Charlemagne.

Other Services Provided

This item totals $74,086.0 in the 2009 Budget, a $7,774.7 increase from 2008. It primarily consists of:

- An increase in revenues (+$18,302.4) due to the billing of various police activities (interchanges, etc.).
- A decrease in revenues (-$14,121.2), due to closure of the Complexe environnemental de Saint-Michel.
- A $2,818.4 decrease in revenues resulting from the transfer of certain facilities that now come under City Council authority, pursuant to *An Act to amend various legislative provisions concerning Montréal.*
- The recognition of $5.9 million in revenue for treating wastewater, listed in the amount of $6.2 million under the "Taxes" heading of the Restated 2008 Budget.

Other Revenues

This item totals $135,893.7 in the 2009 Budget, down 4.3% from 2008 and is primarily generated by:

- The collection of a total $86,215.9 in fines and penalties primarily pertaining to traffic and parking citations. This amount is generally equivalent to the administrative cost of citation issuance by police and parking officers. The amounts of such fines themselves are set out in the City Council Budget. Fines and penalties are down $1,431.8 in the 2009 Budget.
- A total contribution of $21,742.5 in 2009 (a $3,466.4 rise over 2008, corresponding with increased expenditures) from the Montréal Metropolitan Community with respect to the AccèsLogis and Logement abordable Québec (social component) programs.
- Interest revenues of $25,291.9, including $23,715.3 in interest on cash in hand and other interest and $1,093.0 in interest on the sinking funds. Interest revenues are down overall by $8,100.1 in the 2009 Budget, primarily because of changes introduced by *An Act to amend various legislative provisions concerning Montréal.*

Transfers

This category includes all grants from the higher levels of government (departments or agencies) and from private enterprise. Such transfers pertain to the funding of operating expenditures, including long-term debt service. This category comprises all grants from the higher levels of government (departments and agencies) and private business. These transfers are used to fund operating expenditures, including long-term debt service. Unconditional transfers are those that the Government of Québec is required to make if the recipient has met certain predefined conditions of eligibility. They are not discretionary and categories of eligible recipients and transfer amounts are set out by law or regulation. On the other hand, transfers pertaining to cost-sharing agreements and other transfers serve as a repayment of eligible expenditures under a cost-sharing agreement and certain grants.

Transfer revenues stand at $75,046.7 (+5.3%) in the 2009 Budget.

Table 57

Transfers

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Entitlement			
Québec government subsidies			
- neutrality	1,687.9	0.0	(100.0)
- compensation relating to the fiscal pact	9,000.0	16,176.3	79.7
- financial assistance as Québec's "metropolis"	0.0	0.0	-
- other	8,900.0	8,900.0	-
	19,587.9	**25,076.3**	**28.0**
Transfers relating to cost-sharing agreements and other transfers			
Government subsidies			
- related to debt service	746.7	2,617.9	250.6
- related to operating activities	50,602.2	47,352.5	(6.4)
	51,348.9	49,970.4	(2.7)
Other transfers relating to cost-sharing agreements for operating activities	363.0	0.0	(100.0)
	51,711.9	**49,970.4**	**(3.4)**
Total	**71,299.8**	**75,046.7**	**5.3**

Entitlement

Entitlement totalling $25,076.3 (+$5.5 million) appear in the 2009 Budget. This category includes such revenues as those resulting from the fiscal and financial pact with the Government of Québec (*Entente sur un nouveau partenariat fiscal et financier*).

Key changes involve:

- A $7.2 million increase in compensation from the Government of Québec under the new fiscal and financial pact.

- A $1.7 million reduction in compensation under the neutrality program.

Transfers Relating to Cost-Sharing Agreements and Other Transfers

Two types of conditional transfers exist: those involving cash payment of the long-term debt service and transfers pertaining to the repayment of operating expenditures.

Such transfers total $49,970.4 in the 2009 Budget (-$1.7 million). The key changes involve:

- A $1.9 million rise in government grants for the long-term debt service.
- A $3.2 million reduction in government grants for operating activities.

Government Grants for Financing Expenses of Long-Term Debt

These grants pertain to road repair and urban removal. They stand at $2,617.9 in the 2009 Budget, as shown in the following table.

Table 58
Government Grants for Financing Expenses of Long-Term Debt
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Road network	746.7	2,439.9	226.8
Urban renewal	0.0	178.0	-
Total	**746.7**	**2,617.9**	**250.6**

Government Grants Pertaining to Operating Activities

This category includes grants pertaining to programs that the city establishes and administers on behalf of or in conjunction with the higher levels of government.

A total of $47,352.5 in grants to reimburse operating expenditures is included in the 2009 Budget, representing a $3,249.7 decline from 2008. Chief differences include:

- An amount of $12.6 million under the recent agreement on the sharing of solid waste disposal fees, which stipulates that the related municipalities will receive 100% of these fees, has been earmarked for the Urban Agglomeration Council Budget in the 2009 Budget.
- A $5.5 million increase in grants for public security (police), including $4.4 million for the effort to eliminate street gangs.
- A $2.7 million increase in the grant to be received for local economic development.
- An additional $1.8 million for issues pertaining to spousal violence.

Table 59

Government Grants Pertaining to Operating Activities

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Local economic development	12,676.4	15,379.6	21.3
Public security (police)	2,000.0	7,520.0	276.0
Urban renewal	6,634.7	5,976.4	(9.9)
First Responder project	5,500.0	5,788.6	5.2
Fight against poverty	5,000.0	5,000.0	-
Food inspection	3,978.3	3,978.3	-
Domestic violence	0.0	1,800.0	-
Control of industrial wastes	1,682.4	1,682.4	-
Waste management plan	12,600.0	0.0	(100.0)
Other	530.4	227.2	(57.2)
Total	**50,602.2**	**47,352.5**	**(6.4)**

ANALYSIS OF OPERATING ACTIVITIES—EXPENDITURES AND FINANCING

Operating activities other than revenues are presented in three main headings.

- **Expenditures**

Expenditures are broken down by function pursuant to the guidelines set out in MAMR's *Manuel de la présentation de l'information financière.* Each such function is described in detail in Appendix 1, under the heading of "Presentation of Operating Expenditures and Revenues."

Each function is reviewed in the following pages based on a description of activities associated with it. It is accompanied by a table that details the expenditures for each activity and lists its key components.

- **Financing**

This heading includes the long-term financing of operating activities and repayment of long-term debt pertaining to capital procurements.

General Administration

This function comprises a set of activities pertaining to management and administration of the urban agglomeration. Expenditures falling within this category mainly concern operations of the Urban Agglomeration Council, law enforcement, financial and administrative management, the city clerk's office, the assessment process and human resources management.

Certain one-time expenditures that do not fall within any of the various municipal activities may also appear under the "Other" heading of the "General Administration" function.

In 2007, the General Administration budget was modified in accordance with the new *By-law concerning mixed expenditures*. Consequently, as at January 1, 2007, mixed general administration expenditures of the city's support departments (Direction générale, Finances, Capital humain, etc.—general administration, finance, human resources, etc.) were no longer shared between the City Council and the Urban Agglomeration Council budgets.

Pursuant to the new by-law, mixed general administration expenditures are entirely "local" in nature. By contrast, an administration fee, calculated according to a rate set in the new by-law, is charged to the Urban Agglomeration Council Budget for general administration expenditures under the "Mixed General Administration Expenditures" heading.

An amount of $197,935.5, down $16,436.8 (-7.7%) from the Restated 2008 Budget, was allocated to the "General Administration" function in the 2009 Urban Agglomeration Council Budget.

Table 60
General Administration Expenditures
(in thousands of dollars)

	2008 Restated	2009 Budget	% Change
City Council	0.0	852.9	-
Law enforcement	44,462.4	45,427.9	2.2
Financial and administrative management	0.0	0.0	-
City clerk's office	0.0	0.0	-
Assessment	20,193.8	20,726.7	2.6
Human resources management	0.0	0.0	-
Mixed general administration expenditures	107,636.4	100,883.9	(6.3)
Other	42,079.7	30,044.1	(28.6)
Total	**214,372.3**	**197,935.5**	**(7.7)**

City Council

The "City Council" activity primarily includes expenditures pertaining to the City Council and to its different committees.

An appropriation of $852.9 has been earmarked for the Secrétariat de liaison (coordinating secretariat) ($511.7) and research and secretariat expenditures ($341.2), under *An Act to amend various legislative provisions concerning Montréal* that was passed in June of 2008.

In accordance with the *By-law concerning mixed expenditures*, all other funding for this activity is assigned to the City Council Budget rather than being directly awarded to the Urban Agglomeration. An administrative charge is then calculated at a defined rate and charged to the Urban Agglomeration Council Budget under the "Mixed General Administration Expenditures" heading.

Law Enforcement

Law enforcement expenditures include appropriations pertaining to activities of the Municipal Court and the judicial authorities that fall under the responsibility of the Urban Agglomeration Council. Funding of $45,427.9 has been set aside for this activity in 2009, up a slight $965.5 from the figures in the Restated 2008 Budget. One factor in this difference is the $1,050.0 adjustment in expenditures with respect to conjugal violence.

Financial and Administrative Management

The "Financial and Administrative Management" activity primarily consists of funds earmarked for the management of financial, material and information technology resources.

As was previously explained, no budget has been directly awarded to the Urban Agglomeration Budget. An administrative charge, however, has been calculated at a defined rate and applied to the Urban Agglomeration Budget under the "Mixed General Administration Expenditures" heading.

City Clerk's Office

This activity comprises such expenditures as those pertaining to the enforcement of by-laws, conducting any censuses, referendums and elections, drafting minutes of meetings and all other official documents, providing support to decision-making bodies and the publication and maintenance of archives and official documents.

No budget has been directly awarded to the Urban Agglomeration Budget, but an administrative charge has been calculated at a defined rate and applied to the Urban Agglomeration Budget under the "Mixed General Administration Expenditures" heading.

Assessment

This activity comprises expenditures relating to the production of the property assessment rolls, an area that falls under the exclusive authority of the Urban Agglomeration Council. Funding of $20,726.7 has been set aside for this activity in the 2009 Budget, up $532.9 from 2008. This increase is primarily due to the addition of resources needed to prepare the new property assessment roll, which is to be tabled in September 2010.

Human Resources Management

This activity includes expenditures pertaining to the management of human resources, including recruitment, hiring and labour relations.

No budget has been directly awarded to the Urban Agglomeration Budget, but an administrative charge has been calculated at a defined rate and applied to the Urban Agglomeration Budget under the "Mixed General Administration Expenditures" heading.

Mixed General Administration Expenditures

Funding of $100,883.9 for this activity in 2009 is down $6,752.5 from the Restated 2008 Budget. This change is due to a $9,576.6 reduction in general administration expenditures relating to items that no longer fall under the authority of the Urban Agglomeration Council subsequent to the adoption of Bill 22 and a $2,824.1 increase due to a rise in mixed general administration expenditures relating to support units pursuant to the *By-law concerning mixed expenditures*.

Other

This activity comprises a variety of budget items, including amounts that may not be associated with a specific activity during preparation of the budget. These include contingencies, possible collection losses and certain provisions for remuneration expenditures.

Furthermore, under section 57 of the *Order in Council concerning the urban agglomeration of Montréal (No. 1229-2005*, December 8, 2005), as amended by Section 86 of the *Order in Council concerning the amendment of certain Orders in Council pertaining to the municipal reorganization* (No. 1003-2006, November 2, 2006), contingencies include any expenditure relating to costs incurred with respect to any dispute pertaining to an event that occurred prior to January 1, 2006 and subsequent to the city's creation on January 1, 2002.

Total funding allocated to the Urban Agglomeration Council for this activity is $30,044.1, down $12,035.6 from the Restated 2008 Budget.

This difference is primarily due to:

- Reorganization and revision pursuant to the recommendations of the *Manuel de la présentation de l'information financière municipale* on the method to use for posting possible losses on collections resulted in a $5,650.1 reduction in appropriations under this heading.
- A $2,474.1 contribution to other retirement plan benefits is intended to partly offset the impact caused by the slump in the financial markets.
- Total appropriations of $8,859.6 have been reorganized, adjusted and transferred to other activities or issues.

Public Security

The "Public Security" function includes all activities pertaining to the protection of people and property. It comprises all expenditures relating to surveillance, prevention and emergency preparedness measures. Most public security activities fall under the responsibility of the Urban Agglomeration Council.

Funding for public security stands at $878,094.8 in the 2009 Budget, up 4.3% from 2008.

Funding for "Police" expenditures is up $25.4 million (+4.7%). This rise is primarily due to:

- A $2.4 million increase for activities relating to the effort to eliminate street gangs.
- An appropriation of $9.6 million for the actuarial reassessment of the pension plan for police officers.
- Wage adjustments, including the replacement of police officers for reimbursed service loans and various other changes.

Funding of $11.4 million has been set aside for fire prevention expenditures in 2009 (+3.9%), primarily due to:

- Adjustments for advancement within pay scales.
- The third and final phase of implementation of first responder services, for $3.7 million.
- Deployment of the five-year (2009-2013) risk coverage plan for $2.7 million.

The "Other" category includes funding for school crossing guards.

Table 61
Public Security Expenditures
(in thousands of dollars)

	2008 Restated	2009 Budget	% Change
Police	541,138.0	566,581.5	4.7
Fire protection	292,235.4	303,644.7	3.9
Emergency preparedness	1,786.1	1,271.1	(28.8)
Other	6,524.3	6,597.5	1.1
Total	**841,683.8**	**878,094.8**	**4.3**

Transportation

This function includes all expenditures pertaining to the planning, organization and maintenance of the city's road system and to the public transit system. Following the adoption of *An Act to amend various legislative provisions concerning Montréal* (Bill 22), the urban agglomeration's exclusive responsibility for the road system is now limited to setting minimum network management standards, standardization rules, rules for road signs, traffic lights and control of traffic and arterial roadways, general planning of the system and work on certain specified roadways.

Table 62
Transportation Expenditures
(In thousands of dollars)

	2008 Restated	2009 Budget	% Charge
Road system			
- city road network	51,234.6	929.9	(98.2)
- snow removal	31,494.9	0.0	(100.0)
- street lighting	6,492.8	0.0	(100.0)
- traffic and parking	8,263.1	0.0	(100.0)
	97,485.4	**929.9**	**(99.0)**
Public transit	346,788.0	371,488.0	7.1
Other	8,597.3	9,532.0	10.9
Total	**452,870.7**	**381,949.9**	**(15.7)**

Funding for transportation expenditures that fall under the responsibility of the urban agglomeration is down $71.0 million (-15.7%) in the 2009 Budget to $381,949.9.

Road System

Funding for this activity stands at $0.9 million in the 2009 Budget, down $96.6 million from 2008.

This sharp decrease is largely due to the implementation in 2009 of *An Act to amend various legislative provisions concerning Montréal* (Bill 22), which modified responsibility for the arterial road system. Under the Act, a large share of expenditures for these activities, such as those pertaining to system maintenance that previously fell under urban agglomeration responsibility, have become expenditures falling under the City Council Budget. Application of these new legislative provisions has resulted in the substantial $83.9 million decrease in the Urban Agglomeration Council Budget.

Furthermore, funds of $10.8 million that had been included in the 2008 City Council Budget as contribution expenditures to the related municipalities for maintenance of the arterial road system have been removed from the 2009 Urban Agglomeration Budget, in accordance with the new legislative provisions. An amount of $1.9 million has also been transferred to the "Transportation—Other" activity.

The remaining $0.9 million in the Urban Agglomeration Council budget essentially covers legal surveying, mapping and engineering lab activities that are directly related to the planning and supervision of infrastructure capital works projects falling under the responsibility of the Urban Agglomeration Council.

Public Transit

Appropriations for public transit consist of contributions to the Société de transport de Montréal (STM) and to the Agence métropolitaine de transport (AMT). Funding of $371,488.0 (+7.1% from 2008) has been set aside for these expenditures in the 2009 Budget.

The STM is an autonomous entity providing public transit throughout the city over Métro and bus lines and through the use of paratransit vehicles. The city's total annual contribution to the STM was up 7.1% in 2008, to $332.0 million. This contribution represents Montréal's regular contribution to operations and is intended to support the development and upgrade of the service provided.

The AMT is a Québec government agency that administers and funds the metropolitan commuter train system and other facilities, such as park-and-ride centres, reserved lanes and bus terminals. The AMT also coordinates paratransit services and plans public transit services for Greater Montréal as a whole. Moreover, the agency provides financial assistance to local transportation agencies within the metropolitan network.

Several different stakeholders are responsible for the organization's funding. First and foremost, the Government of Québec contributes to this organization in the form of rebates on motor vehicle registration fees and fuel taxes. Greater Montréal's municipalities pay the AMT a contribution equal to 1% of their harmonized property tax base. This contribution serves to underwrite 25% of the cost of metropolitan transportation capital works projects. These municipalities also help defray the equivalent of 40% of the operating cost of commuter train lines and 50% of the operating deficit of the metropolitan expressway systems. The AMT furthermore receives supplemental financial support from the ministère des Transports du Québec and other partners.

The city's overall contribution to AMT operations and investments for 2009 is earmarked at $39,488.0, up 7.3% from the 2008 Budget. This increase results from a 2.8% hike in the city's contribution to the Investment Fund, which stands at $17,411.0 for 2009. This rise is proportional to the growth in the city's harmonized property tax base. The city's contribution to commuter train service, on the other hand, stands at $21,507.0, up 11%. This sharp rise is due to the indexing of operating costs and increased levels of service.

Other

Funding for this activity stands at $9,532.0, up 10.9% from 2008. Other expenditures relating to transportation fall under this heading, such as those of the Bureau du taxi et du remorquage (taxis and towing) and the Service de police (police), which are up 3.1% from 2008, and those of the Service des infrastructures, transport et environnement (SITE) associated with the Transportation Plan, are assessed at 14.8% more than 2008, primarily due to the transfer of $1,912.4 from the "Road System" activity.

Environmental Hygiene

This function covers all activities pertaining to the water supply and water purification, the transportation and disposal of solid waste, watercourses and environmental protection. These activities fall under the Urban Agglomeration Council and funding of $256,978.1 (+4.7%) has been earmarked for this function in the 2009 Budget.

Table 63
Environmental Hygiene Expenditures
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Water and sewers			
- drinking water treatment and supply	49,510.5	62,176.4	25.6
- drinking water supply system	34,649.4	39,961.1	15.3
- wastewater treatment	60,157.0	63,070.1	4.8
- sewage system	15,266.9	17,276.1	13.2
	159,583.8	**182,483.7**	**14.3**
Solid waste			
- domestic waste	42,401.6	46,927.4	10.7
- secondary waste	20,874.4	15,179.7	(27.3)
- disposal of dry waste	12,499.7	2,526.6	(79.8)
	75,775.7	**64,633.7**	**(14.7)**
Environmental protection	10,042.7	9,860.7	(1.8)
Other	0.0	0.0	-
Total	**245,402.2**	**256,978.1**	**4.7**

Expenditures associated with the "Water and Sewers" activity concern the production of drinking water, the interception and purification of wastewater and the maintenance and installation of primary water mains. Related expenditures have been assessed at $182,483.7, up 14.3% from 2008.

The overall increase for this activity is due to the ongoing water management strategy, for which special compensation is collected.

Water Supply and Treatment

The budget for the "Water Supply and Treatment" activity stands at $62,176.4 in 2009, up 25.6% from 2008, and is primarily due to:

- A $1,500.0 increase in expenditures relating to the auscultation investigation of primary water mains and to the security of the Atwater water treatment plant.

- A transfer of $8,124.9 in appropriations from the "Drinking Water Supply System" for the water meter installation project ("ICI program").

Drinking Water Supply System

Funding for the "Drinking Water Supply System" activity stands at $39,861.1 in the 2009 Budget, up 15.3% from 2008. The key factors in this change are:

- A $13,000.0 increase in funds for the ICI program.
- A transfer of $8,124.9 in appropriations to the "Drinking Water Treatment and Supply" activity for the ICI program.

Wastewater Treatment

The 2009 budget for this activity stands at $63,070.1. This 4.8% rise from 2008 is largely due to the projected $3,179.5 increase in the cost of chemical products, natural gas and electricity.

Sewage System

The 2009 Budget has set aside $17,276.1 (+13.2% from 2008) for the sewage systems, primarily due to a $1,963.9 increase in the contingency reserve.

Solid Waste

The Urban Agglomeration Council is also responsible for solid waste. Related expenditures pertain to the reclamation of solid waste and to management of hazardous substances.

Expenditures in 2009 stood at $64,633.7, including $46,927.4 set aside for the disposal of domestic waste, $15,179.7 for the treatment of secondary waste and $2,526.6 for the disposal of dry waste. This budget is down $11,142.0 (-14.7%) from 2008.

These budgets also include funding for organic matter (solid and food waste) treatment projects, as in the Plateau-Mont-Royal borough and in the reconstituted municipalities of Côte-Saint-Luc and Westmount.

Domestic Waste

Funding in 2008 rose 10.7%, primarily because of the additional budget of $8,026.3 that was allocated to supplement appropriations for waste disposal contracts.

Secondary Waste

Funding earmarked for the "Secondary Waste" activity stands at $15,179.7 million (-27.3%). This $5,694.7 decrease is due to the end of sub-delegation of waste disposal to the reconstituted municipalities and need-based adjustment of the budget for green waste.

Disposal of Dry Waste

Funding for this activity is down $10 million (-79.8%) from 2008. The primary change involves closure of the Complexe environnemental de Saint-Michel (CESM).

Environmental Protection and Other Activities

These activities comprise expenditures pertaining to environmental protection efforts including initiatives to control air, water and noise pollution and the treatment of soil contamination. These expenditures have been assessed at $9,860.7 for 2009, down 1.8% from 2008.

Health and Welfare

This function includes activities offered within the former city that pertain to income security and public employment services. The "Health and Welfare" function also includes all public health and welfare services, including food inspection and social housing. The total budget for this function is $37,922.9.

Table 64
Health and Welfare Expenditures
(in thousands of dollars)

	2008 Restated	2009 Budget	% Change
Food inspection	3,993.2	3,964.8	(0.7)
Social housing	24,453.5	27,881.8	14.0
Income security	0.0	0.0	-
Other	6,791.4	6,076.3	(10.5)
Total	**35,238.1**	**37,922.9**	**7.6**

Food Inspection

This activity includes all food inspection-related expenditures, including the cost of enforcing laws and by-laws and Municipal Court proceedings in this area. The ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec (MAPAQ) funds all expenditures relating to the different food inspection programs.

Social Housing

This activity includes expenditures pertaining to social housing. An appropriation of $27,881.8 has been earmarked for this activity, up $3.4 million (+14%) from 2008. In 2009:

- A specific contribution of $1,380.5 to the Office municipal d'habitation de Montréal under the *Solidarité 5 000 logements* program has not been repeated.
- There is a net $4.2 million change in the *AccèsLogis* and *Logement abordable* programs and special social housing projects.

The city will set an amount of some $22.5 million for social housing in 2009, for which it will be reimbursed by the Communauté métropolitaine de Montréal (CMM).

Income Security

This activity comprises expenditures pertaining to the management of income security programs within the former city. Since these programs are locally administered, no funding is included for this activity in the Urban Agglomeration Council Budget.

Other

This activity comprises all other expenditures associated with the Health and Welfare function. The $715.1 decline is largely due to the reclassification of urban agglomeration expenditures to local areas of responsibility following adoption of *An Act to amend various legislative provisions concerning Montréal*. This heading includes an amount of $5 million earmarked for anti-poverty programs, equivalent to the 2008 figure. This funding falls under an agreement with the Government of Québec as part of the effort to eliminate poverty and social exclusion.

Urban Planning and Development

This function comprises all activities pertaining to the formulation and maintenance of the urban development or land use plan and to economic development. An appropriation of $47,226.6 has been earmarked for these activities in the 2009 Budget.

Table 65
Urban Planning and Development Expenditures

(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Urban planning and zoning	3,232.8	3,299.1	2.1
Promotion and economic development			
- industry and commerce	29,727.3	29,737.5	-
- tourism	1,460.0	1,460.0	-
- other	0.0	0.0	-
	31,187.3	**31,197.5**	-
Urban renewal	14,436.8	12,357.8	(14.4)
Other	613.4	372.2	(39.3)
Total	**49,470.3**	**47,226.6**	**(4.5)**

Urban Planning, Land Use and Zoning

This heading includes those expenditures pertaining to land use, urban planning and zoning. Appropriations for this activity are provided primarily by Service de la mise en valeur du territoire et du patrimoine and stand at $3,299.1, up $66.3 from 2008.

Promotion and Economic Development

This heading comprises expenditures relating to the promotion of economic and tourist development. It includes municipal promotional campaigns among local and regional business communities, tourist promotion activities, the delivery of services for conventions and other public events and all grant programs designed for industrial and commercial enterprises.

Funding of $31,197.5 is at the same level as 2008 and has been divided among the “Industry and Commerce” and “Tourism” activities.

The appropriation for the “Industry and Commerce” activity stands at $29,737.5 in 2009, a slight increase from 2008 figures. Funding of the PROCIM grant program, which is in its final phase, has been reduced by $2.3 million, in accordance with the 2009 schedule of financial commitments for the last eligible projects tabled before December 31, 2004. The city has also earmarked additional contributions of $2.7 million to the centres locaux de développement (local development centres or CLDs), which are entirely funded by the Government of Québec.

Urban Renewal

This activity includes expenditures for the renewal of classified and other urban assets, including restoration, studies and research, as well as grants awarded by the municipality to the owners of such properties. This appropriation stands at $12,357.8, down $2,079.0 from 2008. The decline is primarily due to:

- A $580.0 downward revision of grant funding for the agreement between the MCCQ and the city.
- A $1 million reduction in the grant allocation under the *Programme de revitalisation des quartiers centraux*. This decrease is primarily due to implementation of *An Act to amend various legislative provisions concerning Montréal* (Bill 22), which placed this allocation under the authority of the City Council.

Other

This heading includes other expenditures falling under the economic development and promotion function. Funding of $372.2 has been earmarked for cartographic work for the 2009-2011 Three-Year Capital Works Program.

Recreation and Culture

This function includes all activities that pertain to the planning, organization and management of athletic, recreational and cultural programs, including grants and donations awarded to organizations working in fields of activity falling under the responsibility of the Urban Agglomeration Council. It also includes expenditures relating to the management of equipment and facilities. Except for the nature park system, which falls under the authority of the Urban Agglomeration Council, activities under this function pertain to the equipment, infrastructure and assets of collective interest listed in the Appendix to the *Order in Council concerning the urban agglomeration of Montréal* (Order in Council 1229-2005).

The 2009 Budget has set aside an appropriation of $66,417.4, for a reduction of some $6.2 million (almost 8.5%), from the $72,615.1 of the Restated 2008 Budget.

Table 66
Recreation and Culture Expenditures
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Recreational activities			
- community centres	9,405.0	48.7	(99.5)
- indoor and outdoor skating rinks	3,320.4	835.9	(74.8)
- swimming pools, beaches and marinas	2,407.2	15.9	(99.3)
- parks and playing fields	27,871.4	23,848.9	(14.4)
- exhibitions and fairs	0.0	0.0	-
- other	2,686.6	225.3	(91.6)
	45,690.6	**24,974.7**	**(45.3)**
Cultural activities			
- community centres	0.0	0.0	-
- libraries	8,165.0	8,123.7	(0.5)
- museums and exhibition centres	5,118.3	22,031.4	330.4
- other	13,641.2	11,287.6	(17.3)
	26,924.5	**41,442.7**	**53.9**
Total	**72,615.1**	**66,417.4**	**(8.5)**

Recreational Activities

Recreational activities generally fall into two groups: the management of recreational and sports facilities and the design and maintenance of parks and green spaces. The recreational activity budget totals $24,974.7 in 2009, down $20.7 million (-45.3%) from 2008. This change is primarily due to the 2009 implementation of *An Act to amend various legislative provisions concerning Montréal* (Bill 22), whereby certain expenditures that were previously associated with urban agglomeration activities will now fall under the City Council Budget.

Cultural Activities

Total funding for all cultural activities stands at $41,442.7 in 2009, up $14.5 million (+53.9%) from 2008. A large share of this decrease is due to the implementation in 2009 of two parts of *An Act to amend various legislative provisions concerning Montréal*:

- The change in the list of equipment, infrastructure, services and activities of metropolitan scope.
- Contributions to the deficit of a metropolitan facility located in Montréal and mentioned in Schedule V of *An Act respecting the Communauté métropolitaine de Montréal* (CMM Act).

The main changes introduced by this Act take the following forms in the 2009 Urban Agglomeration Council Budget:

- As the Société des Muséums nature de Montréal (Montréal nature museums) is mentioned in Schedule V of the CMM Act, the city's contribution to its operating deficit of $17.3 million will now constitute an urban agglomeration expenditure (section 38 of the Act).

- As the Musée d'archéologie et d'histoire de Montréal has been removed from the list of equipment, infrastructure, services and activities of metropolitan scope, the city's $4.1 million contribution to the museum no longer constitutes an urban agglomeration expenditure, but a charge to the City Council Budget.

Financing Expenses

This function comprises interest and other costs pertaining to the long-term financing of capital assets that have fallen under the responsibility of the Urban Agglomeration Council since 2002, as well as to the debt of the former Communauté urbaine de Montréal. The repayment of long-term debt appears separately in the "Financing" section.

Table 67
Financing Expenses
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Long-term debt			
- interest and other costs	75,194.5	81,341.7	8.2
	75,194.5	**81,341.7**	**8.2**
Other financing expenses	0.0	0.0	-
Total	**75,194.5**	**81,341.7**	**8.2**

Financing expenses in the 2009 Budget stand at $81,341.7. This amount represents a $6,147.2 (+8.2%) increase over the figures in the Restated 2008 Budget.

This change is primarily due to:

- An approximate $8.1 million decline resulting from the reduction in the former Communauté urbaine de Montréal's debt, debt pertaining to capital assets for the 2002-2005 period and the refinancing of loans at lower than expected interest rates.
- An increase of some $14.3 million or the additional funding of capital expenditures as of 2007.

Financing

This heading includes the long-term financing of operating activities and the repayment of long-term debt.

Table 68
Financing
(In thousands of dollars)

	2008 Restated	2009 Budget	% Change
Long-term financing of operating activities	0.0	0.0	-
Repayment of the long-term debt	100,099.1	120,359.8	20.2
Total	**100,099.1**	**120,359.8**	**20.2**

Repayment of Long-Term Debt

Long-term debt repayment expenditures have been assessed at $120,359.8 for 2009, up $20,260.7 (+20.2%) from the $100,099.1 figure of 2008. This change is primarily due to:

- An additional $16.4 million due to the additional loans necessary for the long-term funding of the urban agglomeration's new capital expenditures.
- A decrease of some $3.4 million due to the reduction in the former Communauté urbaine de Montréal's debt, combined with debt in the 2002-2005 period pertaining to capital expenditures.
- A $7.3 million increase relating to contributions allocated to the accelerated repayment of debt, pursuant to the debt management policy.

ANALYSIS OF ALLOCATIONS

This item represents the use of allocations that remain under the responsibility of the Urban Agglomeration Council.

Table 69
Allocations
(in thousands of dollars)

	2008 Restated	2009 Budget	% Change
Capitals assets activities	(17,310.5)	(4,000.0)	(76.9)
Repayment of capital	0.0	0.0	-
Accumulated surplus (deficit)			
- Unallocated operating surplus (deficit)	0.0	0.0	-
- Allocated operating surplus, financial reserve and reserved funds	25,927.2	23,300.0	(10.1)
- Amounts forecast for the future	21,906.6	16,956.8	(22.6)
Total	**30,523.3**	**36,256.8**	**18.8**

An amount of $23,300.0 drawn on prior year surpluses has been set aside to balance the 2009 Budget.

The amount ($4,000.0) on the "Capital Assets Activities" line represents the allocation earmarked for road system investment projects.

Based on changes in the accounting principles that have been in effect since January 1, 2007, an asset or a liability in the "Amounts forecast for the future" activity must be recorded as of that date and calculated on an actuarial or actuarial projection basis. Funding of $16,956.8 that appears under the "Amounts forecast for the future" heading represents the annual amortization of the value thus calculated.

ALIQUOT SHARES

URBAN AGGLOMERATION

TRANSITION TO THE ALIQUOT SHARE SYSTEM

On June 20, 2008, the adoption of *An Act to amend various legislative provisions concerning Montréal* (S.Q. 2008, c.19, Bill 22) resulted in major changes in how activities are financed throughout the urban agglomeration, beginning in 2009. Most urban agglomeration activities shall now be funded through a new "aliquot share" (or co-payment) system. Furthermore, rather than levy direct taxes on Island of Montréal residents, the Urban Agglomeration Council will now share the cost of exercising its authority with the related municipalities. The related municipalities can then draw on their aliquot shares to make their payments, in accordance with their particular fiscal directions. The manner in which the aliquot shares are calculated is discussed in this chapter.

The table appearing on the following pages presents the different aliquot shares that are assessed of the related municipalities by the urban agglomeration. Detailed explanations on these shares appear later in this chapter. The following aliquot share categories have been established for fiscal 2009:

- General aliquot shares
- Aliquot shares for the water supply system
- Aliquot shares for the water financial reserve
- Aliquot shares for other water supply costs
- Aliquot shares for the first responder service
- Aliquot shares for arterial road system debts (2006-2008)

These aliquot shares are final, except for aliquot shares for the water supply system and for arterial road system debts (2006-2008).

Table 70
2009 Aliquot Shares

Related municipalities	General aliquot shares		Estimated aliquot shares - drinking water supply		Aliquot shares – Water financial reserve		Aliquot shares – Other water supply costs	
	$	%	$	%	$	%	$	%
Montréal	**1,189,872,918**	***81.176***	**48,758,414**	***91.555***	**64,940,980**	***81.176***	**89,950,272**	***81.176***
Reconstituted municipalities								
Baie-D'Urfé	7,820,968	*0.534*			426,853	*0.534*	591,238	*0.534*
Beaconsfield	13,718,518	*0.936*			748,730	*0.936*	1,037,072	*0.936*
Côte-Saint-Luc	19,539,146	*1.333*	861,265	*1.617*	1,066,409	*1.333*	1,477,092	*1.333*
Dollard-Des Ormeaux	27,128,634	*1.851*	976,786	*1.834*	1,480,629	*1.851*	2,050,831	*1.851*
Dorval	46,483,154	*3.171*			2,536,961	*3.171*	3,513,965	*3.171*
Hampstead	6,969,678	*0.475*	246,224	*0.462*	380,392	*0.475*	526,883	*0.475*
L'Île-Dorval	36,151	*0.002*			1,973	*0.002*	2,733	*0.002*
Kirkland	21,206,101	*1.447*			1,157,388	*1.447*	1,603,108	*1.447*
Mont-Royal	31,162,224	*2.126*	812,107	*1.525*	1,700,774	*2.126*	2,355,756	*2.126*
Montréal-Est	12,243,589	*0.835*	683,276	*1.283*	668,232	*0.835*	925,573	*0.835*
Montréal-Ouest	3,703,774	*0.253*	82,662	*0.155*	202,145	*0.253*	279,992	*0.253*
Pointe-Claire	41,360,286	*2.822*			2,257,365	*2.822*	3,126,694	*2.822*
Senneville	2,692,732	*0.184*	55,032	*0.103*	146,964	*0.184*	203,561	*0.184*
Sainte-Anne-de-Bellevue	6,065,891	*0.414*	108,143	*0.203*	331,065	*0.414*	458,560	*0.414*
Westmount	35,786,157	*2.441*	671,952	*1.262*	1,953,140	*2.441*	2,705,310	*2.441*
Total reconstituted municipalities	**275,917,001**	***18.824***	**4,497,445**	***8.445***	**15,059,020**	***18.824***	**20,858,370**	***18.824***
Urban agglomeration of Montréal	**1,465,789,919**	***100.000***	**53,255,858**	***100.000***	**80,000,000**	***100.000***	**110,808,642**	***100.000***

Source: Ville de Montréal

Table 70 (continued)
2009 Aliquot Shares

Aliquot shares – First responder service		Provisional aliquot shares – Arterial road system debts		Total		Related municipalities
$	%	$	%	$	%	
5,839,157	***82.273***	**25,875,793**	***86.726***	**1,425,237,534**	***81.592***	**Montréal**
						Reconstituted municipalities
38,380	*0.541*	47,274	*0.158*	**8,924,713**	***0.511***	Baie-D'Urfé
67,322	*0.949*	429,215	*1.439*	**16,000,858**	***0.916***	Beaconsfield
		150,254	*0.504*	**23,094,165**	***1.322***	Côte-Saint-Luc
133,130	*1.876*	253,125	*0.848*	**32,023,134**	***1.833***	Dollard-Des Ormeaux
228,110	*3.214*	523,019	*1.753*	**53,285,211**	***3.050***	Dorval
34,203	*0.482*	3,472	*0.012*	**8,160,851**	***0.467***	Hampstead
177	*0.002*			**41,034**	***0.002***	L'Île-Dorval
104,066	*1.466*	398,627	*1.336*	**24,469,290**	***1.401***	Kirkland
152,925	*2.155*	309,077	*1.036*	**36,492,863**	***2.089***	Mont-Royal
60,084	*0.847*	83,391	*0.279*	**14,664,144**	***0.839***	Montréal-Est
18,176	*0.256*	14,794	*0.050*	**4,301,642**	***0.246***	Montréal-Ouest
202,971	*2.860*	1,312,971	*4.401*	**48,260,287**	***2.763***	Pointe-Claire
13,214	*0.186*	2,805	*0.009*	**3,114,308**	***0.178***	Senneville
29,768	*0.419*	320,564	*1.074*	**7,313,991**	***0.419***	Sainte-Anne-de-Bellevue
175,616	*2.474*	111,800	*0.375*	**41,403,974**	***2.370***	Westmount
1,258,143	***17.727***	**3,960,388**	***13.274***	**321,550,366**	***18.408***	**Total reconstituted municipalities**
7,097,300	***100.000***	**29,836,181**	***100.000***	**1,746,787,900**	***100.000***	**Urban agglomeration of Montréal**

PRESENTATION OF DIFFERENT ALIQUOT SHARES

General Aliquot Shares

Calculating General Aliquot Shares

The urban agglomeration's expenditures are distributed among the related municipalities in proportion to their respective tax potentials, calculated according to rules defined by the ministère des Affaires municipales et des Régions. The method of distributing general expenditures makes it possible to switch over to the aliquot share system while ensuring financial neutrality with respect to 2008 Taxation, for the Ville de Montréal on the one hand and for the set of reconstituted municipalities on the other. It also eliminates fiscal dislocations between the reconstituted municipalities caused by the switch to the aliquot share plan. Adjustments are also planned to take real-estate growth on the Island of Montréal into account.

The method used in calculating aliquot shares draws on the concept of fiscal potential. "Fiscal potential" is the total harmonized real-estate wealth and the property-tax base of non-residential buildings multiplied by a coefficient.

The first step is to establish the 2008 fiscal potential for each related municipality, which is calculated by adding the property-tax base of non-residential buildings to the harmonized real-estate wealth, multiplied by a factor of 1.92.

The second step is to adjust the 2008 fiscal potential for each of the reconstituted municipalities by multiplying it by an individual calibration factor. These calibration factors are defined by the ministère des Affaires municipales et des Régions and published in a departmental order.

Finally, real-estate growth from September 13, 2007 to September 13, 2008 is added to the previous results. The new real-estate wealth is added using the same weighting as the first step, by using a factor of 1.92. This provides the fiscal potential used in distributing the 2009 aliquot shares.

This methods and its results appear in Table 71.

Table 71
Summary of Method for Calculating 2009 General Aliquot Shares

Related municipalities	Fiscal capacity - 2008 (INR coefficient: 1.92)	Calibration factor 2008	Calibrated fiscal capacity 2008	Real estate growth (INR coefficient: 1.92)	Fiscal capacity (2009) used to determine general aliquot shares	
	(A)	(B)	(A) x (B) = (C)	(D)	(C) + (D)	
	$M		$M	$M	$M	%
Montréal	**204,594.2**	**N/A**	**204,594.2**	**4,323.2**	**208,917.3**	**81.176**
Reconstituted municipalities						
Baie-D'Urfé	1,327.7	1.01202	1,343.7	29.5	1,373.2	0.534
Beaconsfield	2,577.0	0.92697	2,388.8	19.9	2,408.7	0.936
Côte-Saint-Luc	3,629.0	0.94345	3,423.8	6.9	3,430.7	1.333
Dollard-Des Ormeaux	4,936.3	0.94788	4,679.0	84.3	4,763.2	1.851
Dorval	7,409.3	1.08636	8,049.1	112.3	8,161.5	3.171
Hampstead	1,341.8	0.90450	1,213.7	10.1	1,223.7	0.475
L'Île-Dorval	6.8	0.91549	6.2	0.2	6.3	0.002
Kirkland	3,671.2	1.00022	3,672.0	51.4	3,723.4	1.447
Mont-Royal	5,406.6	0.98486	5,324.8	146.7	5,471.4	2.126
Montréal-Est	1,940.2	1.09887	2,132.0	17.7	2,149.7	0.835
Montréal-Ouest	700.1	0.92941	650.6	-0.3	650.3	0.253
Pointe-Claire	6,927.3	1.02611	7,108.2	153.8	7,262.0	2.822
Senneville	417.8	1.04596	437.0	35.8	472.8	0.184
Sainte-Anne-de-Bellevue	920.7	1.08871	1,002.4	62.6	1,065.0	0.414
Westmount	6,443.5	0.96596	6,224.1	59.2	6,283.3	2.441
Total reconstituted municipalities	**47,655.2**	**N/A**	**47,655.4**	**790.0**	**48,445.4**	**18.824**
Urban agglomeration of Montréal	**252,249.4**	**N/A**	**252,249.6**	**5,113.1**	**257,362.7**	**100.000**

Source: Ville de Montréal, 2007-2010 property assessment roll updated September 13, 2007 and September 13, 2008.
ministère des Affaires municipales et des Régions, departmental order determining parameters to be used in calculating aliquot shares.

General Aliquot Shares

General aliquot shares are used to fund expenditures falling under the authority of the urban agglomeration, except for those expenditures already covered by specific aliquot shares (those pertaining to water, the first responders and arterial road system debts). General aliquot shares for 2009 stand at $1,465.8 million.

The following table lists activities funded by general aliquot shares. This information allows each of the related municipalities to calculate its contribution to general urban agglomeration expenditures by activity.

Table 72
2009 General Aliquot Shares by Activity

Activities	%
General administration	
Assessment	1.34
Other	5.97
Public security	
Police	32.11
Fire protection (except first reponders)	18.65
Emergency preparedness	0.08
Other	0.43
Transportation	
Road network	0.31
Public transit	23.51
Other	0.46
Environmental hygiene	
Solid waste	4.18
Environnmental protection	0.38
Health and welfare	
Social housing	0.35
Other	0.06
Urban planning and development	
Urban planning and zoning	0.21
Urban renewal	0.41
Promotion and economic development	1.03
Other	0.02
Recreation and culture	
Recreational activities	1.50
Cultural activities	2.68
Sub-total	**93.67**
Financial activities	**6.33**
Total	**100.00**

Specific Aliquot Shares

Aliquot Shares for the Water Supply System

Bill 22 makes certain modifications to section 68 of the Order in Council concerning the urban agglomeration of Montréal and stipulates that actual costs pertaining to the water supply provided by the Ville de Montréal to the reconstituted municipalities and within the Ville de Montréal itself will, in 2009, be shared by means of specific aliquot shares calculated on basis of actual consumption.

In fiscal 2009, the estimated cost of supplying drinking water stands at $53.3 million. The rate that will be used for invoicing provisional aliquot shares has been set at $0.1078 per cubic metre and will apply, in 2009, to the actual consumption of the municipalities served by Montréal's drinking water production plants. These aliquot shares will be revised on the basis of actual consumption and cost, once that is known at the conclusion of fiscal 2009.

Aliquot Shares for the Water Financial Reserve

In 2008, the city administration collected a contribution of $60 million from the urban agglomeration for improving the water supply. In the course of setting up the aliquot share system, this contribution has been levied on the related municipalities in the form of specific aliquot shares, rather than being collected in the form of a special tax on all urban agglomeration taxpayers. Based on the priority areas of action for 2009, this contribution will rise by $20 million, to a total of $80 million.

These expenditures are distributed among the related municipalities in the same manner as are the general aliquot shares.

Aliquot Shares for Other Water Supply Costs

Other water supply costs are also funded by specific aliquot shares. These costs are distributed among the related municipalities in the same manner as the general aliquot shares. They stand at $110.8 million.

These aliquot shares for other water supply costs, as well as those for the water supply system and for the contribution to the Water Financial Reserve, enable the administration to present all water costs transparently.

Aliquot Shares for First Responder Service

Public safety is a responsibility of the urban agglomeration. Bill 22, adopted on June 20, 2008, makes one exception, however. The law provides that the first responder service in Côte-Saint-Luc not fall under urban agglomeration authority. The City of Côte-Saint-Luc is thus responsible for local funding of its first responder servicer and does not contribute to the funding of such services elsewhere in the urban agglomeration. Some $7.1 million in expenditures net of grant income have been earmarked for first responder service on the Island of Montréal, except for that offered in Côte-Saint-Luc.

Bill 22 also provides that these expenditures be distributed among the related municipalities (excluding Côte-Saint-Luc) in the same manner as general aliquot shares.

Aliquot Shares for Arterial Road System Debts (2006-2008)

Bill 22 considerably limits Urban Agglomeration Council responsibility for the arterial road system. The related municipalities accordingly inherit the responsibility for maintaining this system. It is with this principle in mind that the law provides that any debt for fiscal 2006, 2007 or 2008 for capital works on the arterial road system will be funded, as of 2009, by specific aliquot shares assessed on the municipalities in which the work is performed.

Expenditures relating to these dates will be about $29.8 million in 2009. The final calculation of costs incurred from 2006 through 2008, including the updating of work performed at the end of 2008, will be finalized in the course of 2009. That is why the aliquot shares appearing in the 2009 Budget for arterial road system expenditures are provisional.

URBAN AGGLOMERATION
COUNCIL
2009-2011
THREE-YEAR
CAPITAL WORKS
PROGRAM

URBAN AGGLOMERATION POWERS

The Urban Agglomeration Council's 2009-2011 Three-Year Capital Works Program (TCWP) includes capital works projects planned by that council within its areas of responsibility. These areas are drinking water production, wastewater treatment, the water supply and sewage systems, public security, the Municipal Court and social housing, as well as equipment, infrastructure and assets of collective interest.

2009-2011 TCWP PRIORITIES

The Montréal Urban Agglomeration's 2009-2011 Three-Year Capital Works Program (TCWP) has earmarked a total of $1.6517 billion in investments. Such investments stand at $534.4 million in the 2009 Budget.

Rehabilitation and replacement of Urban Agglomeration assets is scheduled to represent 66.2% of all 2009 investments, as appears in the table of Expenditures by Asset Category. Development projects, which represent 33.8% of all investments slated for 2008, will primarily contribute to the Urban Agglomeration's economic and cultural development.

Asset Restoration and Replacement Projects

Investments will be channelled into a number of major projects over the next few years. Once example is the plan to rebuild Rue Notre-Dame. The urban agglomeration will invest more than $100.5 million over the next three years in redesigning and rebuilding this artery. A $14 million investment has also been planned to redevelop Boulevard De Maisonneuve in the Concordia University area of downtown Montréal.

Under the heading of water management expenditures, efforts will be maintained to rehabilitate the water supply and sewer systems. Major investments will be made in this area over the next few years. Montréal will earmark a total of $762.5 million for the rehabilitation and protection of water management assets, with $242.4 million of that amount to be spent in 2009. Investments of $171 million have been set aside over the 2009-2011 period to drinking water production and filtration plants up to standard. Investments of $310.3 million have been earmarked for the Island of Montréal as a whole to rehabilitate and restore the water supply and sewage systems.

Investments of nearly $42.1 million have been set aside for the next three years for green spaces, including some $12.4 million for improvements to Mount Royal Park, $11.1 million for improvements to Dorchester Square and $3 million for the nature parks.

Funding of $77 million in the present three-year capital works program has been earmarked for public safety, with $24.8 million of this amount to be spent in 2009. Investments of $43.6 million are to be made in new vehicle purchases. Various firehouses and police stations require repair work and some $40.6 million will be earmarked for this effort from 2009 to 2011.

Development Projects

Investments earmarked for the Investment Fund stand at $80.2 million in the 2009 Budget and at $229.2 million for the 2009-2011 period. Continuation of the work at the Quartier des spectacles, the Griffintown development project and development of the Montréal Harbourfront are the most significant projects that will take place within the urban agglomeration over the next few years. These three projects will involve expenditures of $194.6 and represent 84.9% of the Investment Fund's capital assets.

Upgrading and extending the bike path network will remain a priority in 2009, and $5.9 million will be injected into this effort as a clear indication of the importance that the Administration places on this topic. Such investments will total $15.7 million over the 2009-2011 period.

With respect to green spaces and culture, the urban agglomeration is pursuing its program of acquiring and developing large natural areas. Funding of $18.2 million has been earmarked for this purpose over a three-year period.

With the support of the Government of Québec, the urban agglomeration will invest $46.1 million over the next three years to develop public squares in Old Montréal and to enhance heritage buildings. Such investments stand at $14 million in the 2009 Budget.

Capital Expenditures by Municipal Function

The following table presents capital expenditures by municipal category. As this table reveals, a large portion of all capital expenditures have been earmarked for the Transportation and Environmental Hygiene categories.

The Transportation category comprises expenditures pertaining to the rehabilitation and development of the arterial road system. The Environmental Hygiene category includes expenditures pertaining to water and sewers, waste management and environmental protection. This heading includes efforts to bring drinking water production plants up to standard and to restore principal water mains and sewer lines.

Table 73
Capital Expenditures by Municipal Function
(In thousands of dollars)

Municipal Functions	2009	2010	2011	Total
General administration	24,501.0	20,460.0	33,687.0	78,648.0
Public security	41,540.0	51,095.0	36,843.0	129,478.0
Transportation	104,305.0	152,390.0	135,551.0	392,246.0
Environmental hygiene	266,720.0	245,787.0	312,306.0	824,813.0
Urban planning and development	12,922.0	14,734.0	27,709.0	55,365.0
Recreation and culture	84,379.0	51,410.0	35,326.0	171,115.0
Total	**534,367.0**	**535,876.0**	**581,422.0**	**1,651,665.0**

The following table of Capital Expenditures by Asset Category confirms the substantial investments that are being made in roadways and in underground conduits

Table 74
Capital Expenditures by Asset Category
(In thousands of dollars)

Asset category	2009		2010		2011	
	Protection	Development	Protection	Development	Protection	Development
Road infrastructures	41,571.0	54,875.0	41,877.0	109,634.0	44,644.0	84,430.0
Environment and underground infrastructures	250,473.0	11,705.0	236,639.0	668.0	298,689.0	752.0
Parks, green spaces and playing fields	18,583.0	59,532.0	12,388.0	35,962.0	11,986.0	22,595.0
Buildings	19,988.0	17,296.0	21,814.0	18,040.0	20,998.0	35,150.0
Land	-	4,000.0	-	2,500.0	-	-
Vehicles	16,703.0	-	14,937.0	-	15,022.0	-
Office furnishings and equipment	4,597.0	28,830.0	3,774.0	32,140.0	3,638.0	20,294.0
Machinery, specialized tools and equipment	305.0	-	241.0	-	270.0	-
Other assets	1,532.0	4,377.0	235.0	5,027.0	145.0	22,809.0
Total investments	**353,752.0**	**180,615.0**	**331,905.0**	**203,971.0**	**395,392.0**	**186,030.0**
Percentage	**66.2%**	**33.8%**	**61.9%**	**38.1%**	**68.0%**	**32.0%**

SUMMARY OF FINANCING METHODS

Expenditures under the Three-Year Capital Works Program are financed largely by long-term loans serviced through the operating budget. The city's various financial partners also help finance such expenditures. Among these partners, the higher levels of government participate by making transfer payments.

The main methods that the urban agglomeration uses to finance its investments appear below.

Table 75

Summary of Financing Methods

(In thousands of dollars)

Methods of financing	2009	2010	2011	Total
Contributions paid by developers	-	-	-	-
Transfers relating to cost-sharing agreements and other transfers	175,269.0	186,794.0	215,499.0	577,562.0
Accumulated surpluses, general taxes and other	28,265.0	34,322.0	40,777.0	103,364.0
Loans charged to the Urban Agglomeration Council	330,833.0	314,760.0	325,146.0	970,739.0
Total	**534,367.0**	**535,876.0**	**581,422.0**	**1,651,665.0**

Transfers Relating to Cost-Sharing Agreements and Other Transfers

Transfers Relating to Cost Sharing Agreements and Other Transfers comprise all grants intended for specific purposes. These transfers stand at $175.3 million in the 2009 Budget.

Accumulated Surpluses, General Taxes and Other

This heading comprises investments financed by allocations from surpluses or reserves, as well as transfers to investment activities paid out of tax revenues. This financing method is expected to generate $28.3 million in 2009. The size of this amount attests to the desire to rehabilitate buried infrastructure, while minimizing impact on the debt.

Loans Repaid out of Commercial Activities

The urban agglomeration's taxpayers are fully responsible for the cost of servicing these loans. Investments that may be financed by this kind of loan stand at $330.8 million in the 2009 Budget.

IMPACT ON OPERATING BUDGET

TCWP projects have an impact on the operating budget in terms of funding costs and operating activity budgets.

Operating Activities

The financial impact of a capital expenditure project can take different forms:

- Additional fiscal and non-fiscal (user fees) expenses
- Additional charges
- Savings
- Cost avoidance

Such impact may or may not be recurring.

Additional revenues, which the residual city generates over the long and mean terms, are generally fiscal in nature and result from development projects that serve to boost the tax base.

The main recurring impact on the residual city of expenditures is the anticipated reduction in maintenance cost for the local road system and the water supply system. Furthermore, efforts now underway to stop leaks in the water mains should reduce drinking water production requirements.

SUMMARY OF CAPITAL EXPENDITURES BY BUSINESS UNIT

The following table summarizes investment by business units.

Table 76

Summary of Capital Expenditures by Business Unit

(In thousands of dollars)

Business units	2009	2010	2011	Capital works budget total	Ulterior	Grand total
Boroughs						
Plateau-Mont-Royal	6.0	-	-	6.0	-	6.0
Ville-Marie	3,077.0	327.0	869.0	4,273.0	-	4,273.0
Total boroughs	**3,083.0**	**327.0**	**869.0**	**4,279.0**	**-**	**4,279.0**
Central departments						
Développement culturel, Qualité du milieu de vie et Diversité ethnoculturelle	20,635.0	10,553.0	5,381.0	36,569.0	-	36,569.0
Direction des systèmes d'information	33,237.0	35,871.0	23,898.0	93,006.0	-	93,006.0
Finances	4,000.0	4,000.0	4,000.0	12,000.0	-	12,000.0
Infrastructures, Transport et Environnement	311,869.0	310,349.0	398,755.0	1,020,973.0	492,552.0	1,513,525.0
Mise en valeur du territoire et du patrimoine	134,553.0	149,161.0	125,704.0	409,418.0	144,641.0	554,059.0
Sécurité incendie	20,000.0	19,401.0	16,601.0	56,002.0	3,250.0	59,252.0
Service de police	3,990.0	3,214.0	3,214.0	10,418.0	-	10,418.0
Société du parc Jean-Drapeau	3,000.0	3,000.0	3,000.0	9,000.0	-	9,000.0
Total central departments	**531,284.0**	**535,549.0**	**580,553.0**	**1,647,386.0**	**640,443.0**	**2,287,829.0**
Total	**534,367.0**	**535,876.0**	**581,422.0**	**1,651,665.0**	**640,443.0**	**2,292,108.0**

DETAILS OF INVESTMENT EXPENDITURES BY BUSINESS UNIT AND PROJECT

The following pages provide an investment breakdown by business unit and project.

Borough of Ville-Marie

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
34220	Program to relandscape parks	1,570.0	127.0	400.0	**2,097.0**	-	2,097.0
55737	Road repair program	1,307.0	200.0	419.0	**1,926.0**	-	1,926.0
34320	Program to replace park equipment	200.0	-	50.0	**250.0**	-	250.0
Total		**3,077.0**	**327.0**	**869.0**	**4,273.0**	**-**	**4,273.0**

Borough of Plateau-Mont-Royal

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
50020	Program to redevelop infrastructures	6.0	-	-	6.0	-	6.0
Total		**6.0**	**-**	**-**	**6.0**	**-**	**6.0**

Développement culturel, Qualité du milieu de vie et Diversité ethnoculturelle

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
Direction du développement culturel							
36206	Installation of new public artworks	15.0	-	-	**15.0**	-	15.0
39601	Restoration of public art	43.0	30.0	45.0	**118.0**	-	118.0
Sub-total		**58.0**	**30.0**	**45.0**	**133.0**	-	**133.0**
Direction des grands parcs et de la nature en ville							
32125	Landscaping surroundings - Complexe environnemental de Saint-Michel	1,519.0	230.0	750.0	**2,499.0**	-	2,499.0
32300	Program to acquire major natural spaces	10,542.0	2,866.0	-	**13,408.0**	-	13,408.0
32305	Development program for large natural spaces	1,468.0	3,284.0	-	**4,752.0**	-	4,752.0
32325	Program to landscape the blue network	300.0	100.0	-	**400.0**	-	400.0
34310	Program to redevelop nature parks	993.0	486.0	1,500.0	**2,979.0**	-	2,979.0
34250	Program to redevelop Mount Royal Park	5,755.0	3,557.0	3,086.0	**12,398.0**	-	12,398.0
Sub-total		**20,577.0**	**10,523.0**	**5,336.0**	**36,436.0**	-	**36,436.0**
Total		**20,635.0**	**10,553.0**	**5,381.0**	**36,569.0**	-	**36,569.0**

Direction des systèmes d'information

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
68040	Computerization development program	20,230.0	16,604.0	14,963.0	**51,797.0**	-	51,797.0
68050	Program to manage computer obsolescence	4,407.0	3,731.0	3,604.0	**11,742.0**	-	11,742.0
68009	Computerization development program	8,600.0	15,536.0	5,331.0	**29,467.0**	-	29,467.0
Total		**33,237.0**	**35,871.0**	**23,898.0**	**93,006.0**	-	**93,006.0**

Finances

Investment by Project and Program

(in thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
31500	Program to improve the municipal organization	4,000.0	4,000.0	4,000.0	**12,000.0**	-	12,000.0
Total		**4,000.0**	**4,000.0**	**4,000.0**	**12,000.0**	**-**	**12,000.0**

Infrastructures, Transport et Environnement

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
Direction de l'environnement et du développement durable							
50031	Acquisition and installation of computer and electronic equipment	461.0	250.0	270.0	**981.0**	250.0	1,231.0
50010	Construction and repair of solid waste management infrastructures	8,638.0	10,595.0	22,410.0	**41,643.0**	19,750.0	61,393.0
58048	Program to replace vehicles	241.0	135.0	220.0	**596.0**	1,680.0	2,276.0
50001	Protection and repair of buildings - environment	160.0	20.0	-	**180.0**	-	180.0
Sub-total		**9,500.0**	**11,000.0**	**22,900.0**	**43,400.0**	**21,680.0**	**65,080.0**
Direction de la production de l'eau potable							
56094	Principal water mains - Lachine regional network	-	225.0	1,465.0	**1,690.0**	3,915.0	5,605.0
56092	Principal water mains - Pierrefonds regional network	6,275.0	5,300.0	2,350.0	**13,925.0**	-	13,925.0
56093	Principal water mains - Sainte-Anne-de-Bellevue regional network	2,947.0	403.0	279.0	**3,629.0**	-	3,629.0
58026	Upgrading of drinking water treatment plants	3,769.0	12,108.0	14,350.0	**30,227.0**	600.0	30,827.0
58028	Upgrading of buildings of the Direction de la production de l'eau potable	1,686.0	-	-	**1,686.0**	-	1,686.0
58025	Upgrading of drinking water treatment plants	82,831.0	76,522.0	71,003.0	**230,356.0**	31,289.0	261,645.0
56097	Installation of water meters at industries, businesses and institutions	25,355.0	30,141.0	36,804.0	**92,300.0**	179,793.0	272,093.0
56088	Program to rehabilitate water conduits	29,597.0	23,769.0	25,770.0	**79,136.0**	15,500.0	94,636.0
56096	Program to rehabilitate water pipes – valves and components	650.0	350.0	350.0	**1,350.0**	-	1,350.0
58027	Rehabilitation program for reservoirs and pumping stations	12,133.0	5,233.0	7,439.0	**24,805.0**	2,280.0	27,085.0
56500	Repair of the Sainte-Anne-de-Bellevue and Baie-D'Urfé intermunicipal conduit	101.0	-	-	**101.0**	-	101.0
58015	Safety measures to protect electricity flow to water production plants and pumping stations	16,173.0	4,676.0	-	**20,849.0**	-	20,849.0
Sub-total		**181,517.0**	**158,727.0**	**159,810.0**	**500,054.0**	**233,377.0**	**733,431.0**

Infrastructures, Transport et Environnement (continued)

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
Direction de l'épuration des eaux usées							
56530	Disinfection of wastewater	5,000.0	32,500.0	102,500.0	**140,000.0**	60,000.0	200,000.0
56528	Construction of a filtration station and its network of collector conduits	300.0	1,500.0	-	**1,800.0**	-	1,800.0
56529	Program to bring station infrastructures and equipment up to standard	10,417.0	9,999.0	9,498.0	**29,914.0**	665.0	30,579.0
53010	Program for the major repair of sewer and main sewer systems	18,576.0	11,466.0	4,102.0	**34,144.0**	3,000.0	37,144.0
Sub-total		**34,293.0**	**55,465.0**	**116,100.0**	**205,858.0**	**63,665.0**	**269,523.0**
Direction du transport							
75011	Improvement of general traffic on Mount Royal	1,000.0	6,000.0	3,000.0	**10,000.0**	-	10,000.0
75002	Access to the Montréal-Trudeau Airport	8,000.0	10,000.0	10,000.0	**28,000.0**	10,000.0	38,000.0
59004	Develpment of public roads	1,000.0	1,100.0	600.0	**2,700.0**	-	2,700.0
47010	Construction of new road structures, including the Langelier tunnel	3,000.0	-	-	**3,000.0**	-	3,000.0
45000	Development of the bicycle-path network	5,856.0	5,046.0	4,846.0	**15,748.0**	-	15,748.0
75008	Introduction of a tramway network downtown	5,000.0	9,500.0	23,500.0	**38,000.0**	-	38,000.0
75007	Boul. Pie-IX - reserved bus lanes	900.0	2,700.0	4,240.0	**7,840.0**	65,000.0	72,840.0
76000	Project to modernize rue Notre-Dame	30,784.0	32,116.0	37,559.0	**100,459.0**	98,000.0	198,459.0
55830	Program to repair arterial roads	2,251.0	-	-	**2,251.0**	-	2,251.0
55880	Program to repair local roads downtown	616.0	-	-	**616.0**	-	616.0
46000	Program to rebuild road structures	1,361.0	2,500.0	-	**3,861.0**	-	3,861.0
59018	Safety of arterial network	-	1,000.0	1,000.0	**2,000.0**	-	2,000.0
59002	Program for traffic lights and overhead lighting	191.0	195.0	200.0	**586.0**	830.0	1,416.0
Sub-total		**59,959.0**	**70,157.0**	**84,945.0**	**215,061.0**	**173,830.0**	**388,891.0**
Direction de la gestion stratégique des réseaux d'eau							
99005	Program to rehabilitate water supply and sewage systems downtown – new projects	17,000.0	15,000.0	15,000.0	**47,000.0**	-	47,000.0
99004	Program to rehabilitate water supply and sewage systems downtown – ongoing projects	9,600.0	-	-	**9,600.0**	-	9,600.0
Sub-total		**26,600.0**	**15,000.0**	**15,000.0**	**56,600.0**	-	**56,600.0**
Total		**311,869.0**	**310,349.0**	**398,755.0**	**1,020,973.0**	**492,552.0**	**1,513,525.0**

Mise en valeur du territoire et du patrimoine

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
Fonds d'investissement							
39751	CHUM - Infrastructures	6,500.0	10,500.0	4,000.0	**21,000.0**	-	21,000.0
40134	Griffintown - Infrastructures	6,000.0	11,500.0	11,754.0	**29,254.0**	30,496.0	59,750.0
40501	Havre de Montréal - Redevelopment autoroute Bonaventure	18,500.0	30,000.0	24,000.0	**72,500.0**	9,308.0	81,808.0
35020	Enhancement of boulevard De Maisonneuve	4,020.0	5,000.0	5,000.0	**14,020.0**	3,000.0	17,020.0
39850	Pierrefonds Ouest – development of the l'Anse-à-l'Orme area	-	407.0	5,900.0	**6,307.0**	33,857.0	40,164.0
40130	Infrastructure program required for real estate development	46.0	-	-	**46.0**	-	46.0
35010	Quartier des spectacles - complementary projects	280.0	280.0	280.0	**840.0**	280.0	1,120.0
35011	Quartier des spectacles - redevelopment of the Place des Arts area	45,842.0	26,800.0	20,195.0	**92,837.0**	8,999.0	101,836.0
39502	Redevelopment of the Chaboillez sector	-	-	3,400.0	**3,400.0**	8,600.0	12,000.0
39860	Sherbrooke-Est sector - redevelopment phase 1	3,000.0	-	-	**3,000.0**	-	3,000.0
41001	Technoparc de Montréal - Infrastructures and development	3,851.0	5,000.0	3,349.0	**12,200.0**	-	12,200.0
Sub-total		**88,039.0**	**89,487.0**	**77,878.0**	**255,404.0**	**94,540.0**	**349,944.0**
Immovables							
66680	Chaussegros-de-Léry building - Redevelopment	94.0	-	-	**94.0**	-	94.0
66130	Building accessibility program	280.0	330.0	305.0	**915.0**	-	915.0
66150	Program to protect, remove and replace oil tanks	47.0	47.0	128.0	**222.0**	-	222.0
64020	Development program – Police department assets	2,340.0	2,753.0	2,007.0	**7,100.0**	-	7,100.0
64021	Protection program – Police department buildings	610.0	2,961.0	6,562.0	**10,133.0**	4,400.0	14,533.0
66030	Program to preserve administration buildings	4,986.0	4,604.0	1,192.0	**10,782.0**	-	10,782.0
38009	Program to preserve cultural buildings	491.0	-	-	**491.0**	-	491.0
66460	Program to preserve corporate industrial buildings	7,498.0	3,117.0	4,980.0	**15,595.0**	7,425.0	23,020.0
66167	Program to preserve electric mechanical systems	906.0	2,994.0	4,373.0	**8,273.0**	1,365.0	9,638.0
20910	Vehicle replacement program	350.0	325.0	325.0	**1,000.0**	600.0	1,600.0
Sub-total		**17,602.0**	**17,131.0**	**19,872.0**	**54,605.0**	**13,790.0**	**68,395.0**

Mise en valeur du territoire et du patrimoine (continued)

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
Projets réguliers							
35052	Improvement of the public domain - Musée des beaux-arts	175.0	2,800.0	-	**2,975.0**	-	2,975.0
36200	Development of the Old Montréal public domain	6,121.0	10,760.0	8,460.0	**25,341.0**	7,774.0	33,115.0
39710	Turcot Yard	1,500.0	10,000.0	6,995.0	**18,495.0**	4,655.0	23,150.0
48007	Development of social and community housing	5,190.0	4,693.0	4,028.0	**13,911.0**	4,383.0	18,294.0
36300	Enhancement of heritage buildings	7,842.0	8,496.0	4,400.0	**20,738.0**	8,000.0	28,738.0
35030	Development and improvement of Boul. Saint-Laurent	500.0	-	-	**500.0**	-	500.0
36000	Enhancement of Mount Royal	2,211.0	2,521.0	1,571.0	**6,303.0**	1,499.0	7,802.0
36201	Redevelopment of square Dorchester	5,373.0	3,273.0	2,500.0	**11,146.0**	10,000.0	21,146.0
Sub-total		**28,912.0**	**42,543.0**	**27,954.0**	**99,409.0**	**36,311.0**	**135,720.0**
Total		**134,553.0**	**149,161.0**	**125,704.0**	**409,418.0**	**144,641.0**	**554,059.0**

Sécurité incendie

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
62470	Program to preserve fire stations and administration buildings	8,758.0	8,438.0	5,638.0	**22,834.0**	3,250.0	26,084.0
71080	Program to replace vehicles	11,242.0	10,963.0	10,963.0	**33,168.0**	-	33,168.0
Total		**20,000.0**	**19,401.0**	**16,601.0**	**56,002.0**	**3,250.0**	**59,252.0**

Service de police

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
71076	Program to replace vehicles	3,990.0	3,214.0	3,214.0	**10,418.0**	-	10,418.0
Total		**3,990.0**	**3,214.0**	**3,214.0**	**10,418.0**	-	**10,418.0**

Société du parc Jean-Drapeau

Investment by Project and Program

(In thousands of dollars)

Number	Project	2009	2010	2011	Capital works budget total	Ulterior	Grand Total
43010	Program to preserve assets – Parc Jean-Drapeau	3,000.0	3,000.0	3,000.0	**9,000.0**	-	9,000.0
Total		**3,000.0**	**3,000.0**	**3,000.0**	**9,000.0**	-	**9,000.0**

Montréal en action

2009 Appendices

Montréal

PRESENTATION FORMAT FOR BUDGET INFORMATION AND STANDARD ACCOUNTING PRACTICES FOR THE OPERATING BUDGET

Montréal has adopted the general budget and accounting practices set out in MAMR's *Manuel de la présentation de l'information financière*. Budget figures are presented by category for revenues, and by category and activity for expenditures. Budget figures are also presented by business unit. These figures are listed for each area of responsibility in:

- The City Council Budget, to exercise local areas of responsibility.
- The Urban Agglomeration Council budget, to exercise urban agglomeration areas of responsibility.

Financial data also appear by business unit, in accordance with the city's organizational structure.

At the same time, the city administration has decided to use municipal corporate funds and internal department funds to control certain of its activities. These funds serve to include revenues and expenditures associated with commercial activities or certain services provided by one administrative unit to another within the city (internal billing) within a single accounting entity. To simplify the presentation of the budget data, these funds are not included in this document.

A statement of revenues and expenditures relating to Water Financial Reserve operations is also presented in a specific appendix of this document.

Presentation of Operating Expenditures and Revenues

Revenues fall under the following five headings:

- **Taxes** comprises all revenues from taxation and fee schedules for water and solid waste treatment services.
- **Payments in Lieu of Taxes** encompasses revenues from owners of non-taxable properties that are subject to compensation in lieu of taxes. *An Act respecting municipal taxation* identifies these properties and sets out the various compensation amounts applicable to each case.
- **Aliquot Shares** comprise the amounts paid by member municipalities to fund activities falling under the authority of the Urban Agglomeration Council.
- **Other Revenues from Local Sources** covers revenues from services furnished to municipal organizations, other services provided and other kinds of revenues.
- **Transfers** includes all grants from the government, from other public organizations and from private enterprise.

Expenditures are presented by both function and activity.

- **"General Administration"** includes the set of activities pertaining to municipal management and administration. Expenditures are primarily associated with operations of the City Council and of law enforcement, as well as with financial, administrative and human resources management.
- **"Public Security"** encompasses expenditures for the protection of individuals and property, such as surveillance, prevention activities and emergency preparedness measures.
- **"Transportation"** covers all activities involved in the planning, organization and maintenance of the roadways, transportation of people and goods and public transit.
- **"Environmental Hygiene"** takes in all expenditures for water and sewers, solid waste management and environmental protection.
- **"Health and Welfare"** includes all public hygiene and welfare services for individuals.
- **"Urban Planning and Development"** covers all economic activities for the development and maintenance of city planning activities or the urban plan, along with expenditures involved in formulating the city's economic development programs.
- **"Recreation and Culture"** comprises all program planning, organization and management activities pertaining to recreation and culture in support of resident quality of life and integration of cultural communities.
- The **"Financing Expenses"** function comprises interest charges and other loan-related costs.

STATEMENT OF ACCOUNTING PRINCIPLES USED IN PREPARING THE OPERATING BUDGET

The city's budget base is essentially comparable to the accounting base, with certain exceptions explained at the end of this section. The budget base comprises and relies on the following accounting principles.

Accounting Method

Transactions are recorded in the city's books using the accrual basis of accounting. Under this method, revenues and expenditures are recognized in the year in which the events and transactions occur.

Transfer Revenues

Transfer revenues (grants) are recognized in the Statement of Operating Activities for Tax Purposes or in capital works activities (TCWP) in the fiscal period that give rise to events warranting the transfers, as long as the city has met the eligibility criteria set out in the governmental programs.

Capital Expenditures and Amortization

Capital expenditures are shown at cost and amortized over the estimated service life from the year they are placed in service. Capital expenditures are generally amortized on a straight-line basis.

Costs Resulting from Pension Plans and Other Future Employee Benefits

Expenditures regarding retirements with set benefits and other future employee benefit plans primarily consist of the cost of benefits for current employee services, the amortization of actuarial gains and losses and the interest cost pertaining to retirement benefits.

The expenditure figure pertaining to retirement funds encompasses city contributions for current employee services.

Landfill Closure and Post-Closure Costs

For an estimated period of 20 years, the city will assume closure and post-closure costs for landfills that it has operated. Such costs, which are covered by reserve funds, equal the present value of the cost of final site recovery and for monitoring and maintenance expenses of collection and treatment systems for biogases and leachates.

Pursuant to a decision of the ministère du Développement durable, de l'Environnement et des Parcs, the city must terminate its landfill activities at its primary controlled landfill site as of December 31, 2008. Only soil capping activities will continue.

Repayment of Long-Term Debt

This item, presented under the "Financing" heading, represents the repayment of loans and payments to the sinking fund with respect to loans taken out for capital procurements.

Repayment of Capital

This item, presented under the "Allocations" heading, represents the repayment of loans taken for the long-term financing of operating activities.

Amounts forecast for the future

The city has included future allocations corresponding to the net balance of operating expenditures that are to be taxes in future years in its reported financial information. These amounts have been amortized and included under the "Allocations" headings in the Statement of Operating Activities for Tax Purposes, over estimated periods through 2020. These allocations pertain to:

- Application of transitional measures related to changes to accounting policies that occurred in (amortization over an estimated period to 2020).
- Initial obligation with respect to fringe benefits (amortization of retirement plans over an estimated period to 2017).
- Amortization of items that should usually be allocated within a single fiscal period, as with modifications or enhancements to the retirement plans.

Foreign Currency Conversion

Revenues and expenditures resulting from transactions in foreign currencies are converted into Canadian dollars at the transaction date's prevailing rate. Investments and loans denominated in foreign currencies are converted using the balance sheet date's prevailing exchange rates. The repayment of loans and payments to the Sinking Fund relating to loans denominated in foreign currencies are converted using the transaction date's prevailing exchange rate. Gains and losses resulting from the difference between the historical foreign exchange rate and the foreign exchange rate in effect at the date of repayment or payment are charged to revenues and expenditures in the Statement of Operating Activities for Tax Purposes.

The foreign exchange gain or loss associated with a long-term monetary item denominated in a foreign currency (but not covered by a contract providing protection against the risk of exchange rate fluctuation) is recognized as a deferred item and charged in the Statement of Operating Activities for Tax Purposes, using the straight-line method.

Elimination of Internal Transactions

Activities requiring internal billing between two business units within the city are eliminated in the Statement of Operating Activities for Tax Purposes to avoid counting such revenues and expenditures twice. This procedure is necessary in consolidating budget data because certain transactions resulting from exchanges of billed services between business units must be eliminated. In other words, they are subtracted from the total so that they will not be counted twice. These transactions are known as "internal transaction" or "transactions to be eliminated".

- Transactions to be eliminated:

  Transactions to be eliminated result from the exchange of billed services between business units in which the supplier is based in the same accounting entity as the client.

- Inter-entity transactions to be eliminated:

  As provided by law, the City Council Budget and the Urban Agglomeration Council Budget must be formulated within two separate accounting entities. Inter-entity transactions to be eliminated result from the exchange of billed services between business units in which the supplier is based in an accounting entity different from that of the client.

Derivative Financial Instruments

The city employs derivative financial instruments, such as currency exchange and interest rate contracts, to reduce the currency exchange and interest risks on its long-term debt. It does not employ derivative financial instruments in conducting transactions or for speculative purposes.

Difference Between the Budget Basis and the Accounting Basis

The following minor differences may be observed when comparing the budget presentation with the financial statements:

- An average rate per union accreditation is used to calculate most of the cost of employer contributions. However, the expense is recorded as a real cost for certain kinds of contributions (such as the Québec Pension Plan and unemployment insurance).
- If a situation requires that consideration based on general assumptions be given to the impact of issues that could affect multiple boroughs or city departments (such as labour contract negotiations, planned savings programs, etc.), required funds may be allocated to a corporate budget item, while the actual cost of the impact is directly charged to the different business in the course of the year.

SHARING OF POWERS AND PREPARING THE BUDGET

Pursuant to the *Act respecting the consultation of citizens with respect to the territorial reorganization of certain municipalities* and the *Act respecting the exercise of certain municipal powers in certain urban agglomerations*, the city's powers of administration are divided among the urban agglomeration and local authorities. As the central city of this urban agglomeration, Montréal continues to provide services and to manage collective equipment for all island residents, within the city itself and within the 15 former suburban cities that opted for reconstitution following the June 2004 referendums. These common services are provided by city employees. In 2009, the Island of Montréal's 16 related municipalities will be required to fund all shared services that fall under the Urban Agglomeration Council's authority with aliquot shares. This new system of funding urban agglomeration responsibilities results from legislative changes introduced by *An Act to amend various legislative provisions concerning Montréal (Bill 22)* that was adopted in June 2008.

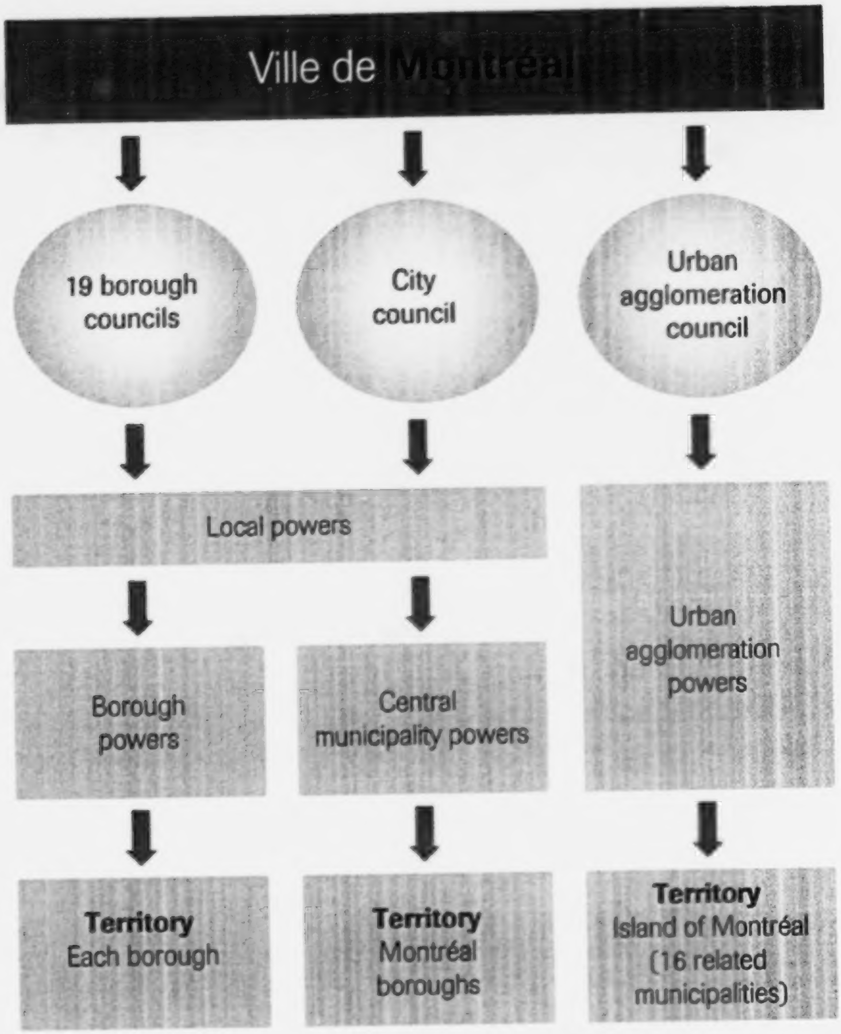
This Act makes changes to items falling under the Urban Agglomeration Council's authority for 2009. Arterial road system activities, for example, will now be under local authority, except for the definition of management and harmonization standards, general planning of the system and certain work that remains under the urban agglomeration's responsibility.

Furthermore, several items have been removed from the list of equipment, infrastructure and activities of collective interest set out in the Appendix to the *Order in Council concerning the urban agglomeration of Montréal* (No. 1229-2005 and amendments; see Appendix 3), such as several large parks, cultural facilities, celebrations and festivals. Appendix 4 itemizes the items that have been removed from this list and that will now fall under local authority.

Political Entities and Territories of Application

Figure 2 illustrates how powers are distributed within the city, the political entities responsible for these powers and the territories to which such powers apply.

Figure 2
Sharing of Powers—Political Entities and Territories of Application


Ville de Montréal
19 borough councils
City council
Urban agglomeration council
Local powers
Urban agglomeration powers
Borough powers
Central municipality powers
Territory Each borough
Territory Montréal boroughs
Territory Island of Montréal (16 related municipalities)

Montréal Urban Agglomeration Council

The urban agglomeration is responsible for services provided to all island residents. These responsibilities are exercised by the Urban Agglomeration Council. This municipal political entity and decision-making body holds the authority throughout the Island of Montréal to adopt any by-law, to authorize any expenditure and to levy any tax with respect to shared services.

The Urban Agglomeration Council is designed to have a simple and democratic structure. Montréal's mayor selects representatives to accompany him to the Urban Agglomeration Council. Their briefs are set by the City Council, which defines the positions to be taken by its elected officials at the Urban Agglomeration Council. The same rule applies for the mayors of the reconstituted municipalities, who are bound by the guidelines of their respective city councils. A total of 31 elected officials sit on the Urban Agglomeration Council:

- The mayor of Montréal, who is its chair.
- 15 elected officials from Montréal's City Council, who are appointed by the mayor.
- 14 mayors of the reconstituted municipalities (Île-Dorval and Dorval share one representative), one of whom is appointed as vice-chair.
- An additional representative from Dollard-Des Ormeaux (because of the size of its population), who is appointed by the mayor of this municipality.

Montréal's representation within the council is proportional to its demographic weight (87.3%). This figure for the 15 reconstituted municipalities is 12.7%.

Table 77 summarizes the Urban Agglomeration Council's powers.

City Council and Borough Councils

Furthermore, in accordance with the various areas of activity defined in the Charter of Ville de Montréal, the city's local areas of authority are distributed among the City Council and the borough councils.

The Montréal City Council continues to assume its responsibility toward local powers within the city, which will now have 19 boroughs. The borough councils are responsible for delivering their own local services.

The City Council now consists of the city mayor, plus 64 city councillors, including the 19 borough mayors. A borough council will have at least five members. These members include the borough mayor, its one or more city councillors and any borough councillors. There are now 19 boroughs, with 45 councillors, who also sit on the City Council, and 40 borough councillors.

Table 77

Summary of Powers Falling Under the Urban Agglomeration Council or the City and Borough Councils

Urban Agglomeration Powers	Local Powers
▪ Property assessment ▪ Municipal waterways ▪ Police, fire and emergency preparedness services ▪ First responder services, except in Côte-Saint-Luc ▪ 9-1-1 emergency centre ▪ Implementation of fire coverage and public safety plans ▪ Municipal Court ▪ Social housing ▪ Assistance to the homeless ▪ Prevention and elimination of substance abuse and prostitution ▪ Waste disposal and reclamation, along with management of any hazardous substances ▪ Formulation and adoption of a solid waste management plan ▪ Municipal waterways ▪ Water supply and purification, except local mains ▪ Public transit ▪ Definition of minimum standards for the management and general planning of the arterial road system and work on specified roadways ▪ Economic and tourist promotion outside the limits of the related municipality ▪ Tourist information services ▪ Industrial parks ▪ Conseil des arts de Montréal (arts council) ▪ Equipment, infrastructure and activities of collective interest designated in the *Order in Council concerning the urban agglomeration of Montréal* (No. 1229-2005) ▪ Any other responsibilities formerly under the jurisdiction of an RCM or an urban community in the event that the city took the place of the latter.	▪ Land use planning ▪ Building, public nuisance and public health regulations ▪ Housing ▪ Fire protection and emergency preparedness ▪ Waste collection and transportation ▪ Local and arterial road management ▪ Local water mains and sewer lines ▪ Local sports and recreational facilities ▪ Local libraries ▪ Local parks ▪ Local economic, community, cultural and social development ▪ Heritage ▪ The Commission des services électriques (electrical service commission) ▪ The Sociétés de développement commercial (SDCs) ▪ Industrial parks listed in by-law RCG-06-020 ▪ Election organization.

Table 78

Summary of Respective Responsibilities, Authorities and Obligations of the Boroughs and City Departments

Boroughs	City departments
▪ **Urban planning**—adoption of all by-laws regarding the borough in question under the public hearing process set out in the *Act respecting land use planning and development.*	▪ **Urban planning**—development of an urban plan and of a framework for ensuring that boroughs comply with this plan. Provides for the protection of built heritage, public places and municipal buildings.
▪ **Condominium conversion**—variances to the by-law prohibiting conversion of a building into condominium units, to promote increased housing availability.	▪ **Housing**—development of housing policies. Creation and evaluation of programs affecting social housing and residential grants.
▪ **Fire prevention and emergency preparedness programs**—participation in and recommendations on the development of risk coverage plans and emergency preparedness.	▪ **Prevention programs for fire safety and emergency preparedness**—development of regulations pertaining to fire protection, public nuisances and sanitation.
▪ **Local roads and waste collection**—maintenance of the local road system, traffic and parking control and responsibility for solid waste collection, including recycling.	▪ **Environment, roads and networks**—development of programs ensuring environmental quality and waste management and treatment.
▪ **Local economic, community, cultural and social development**—financial support for organizations working in the field of local development.	▪ **Economic, community, cultural and social development**—development of an institutional plan for economic, cultural and social development.
▪ **Culture, leisure and parks**—responsibility for parks and for local cultural and recreational facilities.	▪ **Culture, leisure and parks**—formulation of a common approach to culture, sports and leisure.

Preparing the Budget

The Ville de Montréal has produced an integrated 2007 Global Budget consistent with its organizational structure. The Global Budget is presented in two ways: (1) by financial activity in terms of the city's organizational structure (that is, by city department and by borough), pursuant to MAMR's *Manuel de la présentation de l'information financière municipale*, and (2) by expenditure by item.

Since the city's administrative powers are shared between the Urban Agglomeration Council and local authorities, pursuant to the existing governance model, the city has also prepared the budget on the basis of urban agglomeration and local powers (the budgets of the Urban Agglomeration Council and of the City Council) and has presented these two separate budgets by financial activity.

Legal Framework

The *Act respecting the exercise of certain municipal powers in certain urban agglomerations* sets certain specific obligations for the central city with respect to the expenditures it makes in exercising urban agglomeration powers.

Among its stipulations, the law provides that:

- Expenditures incurred by the central city in exercising urban agglomeration powers are treated separately from those incurred in exercising local powers.
- Expenditures incurred by the central municipality in exercising both urban agglomeration powers and local powers are mixed expenditures.
- The Urban Agglomeration Council sets criteria by by-law to determine what portion of a mixed expenditure constitutes an expenditure incurred in exercising urban agglomeration powers.
- Revenues follow the same rules as expenditures. Thus, central city revenues that are generated by exercising an urban agglomeration power must be assigned to financing expenditures incurred in exercising that power.

Flexible, Effective and Efficient Approach

The Ville de Montréal, in its role as the central city, discharges its responsibilities pertaining to the exercise of urban agglomeration powers, while at the same time providing its residents with services falling under its local powers. All such services, whether associated with exercising agglomeration powers or with the exercise of local powers, are offered by Montréal employees.[1]

---

[1] Certain services provided by the Ville de Montréal may be performed externally on a contract basis. These services are still administered by city employees and are treated as city services. Furthermore, certain services falling under the urban agglomeration's powers may also be delegated to the related municipalities.

Under these circumstances, all of the Ville de Montréal's expenditures must be analyzed and apportioned among the Urban Agglomeration Council and the City Council Budgets. This apportionment is performed in accordance with the powers identified in the *Act respecting the exercise of certain municipal powers in certain urban agglomerations*. Mixed expenditures on the other hand, which fall under the authority of both the Urban Agglomeration Council and the City Council, are distributed on the basis of various pre-established rules that require equity, effectiveness and efficiency. Montréal, in other words, has one set of municipal employees, not two. This approach is consistent with the Act and is intended to be flexible, effective and most of all efficient, thereby enabling Montréal to continue providing shared services (those falling under the Urban Agglomeration Council) to all island residents in the same manner as before and at the lowest cost.

Breakdown of the Global Budget: An Accurate and Detailed Analysis

The Ville de Montréal's Global Budget thus consists of both the City Council Budget and the Urban Agglomeration Council Budget. This distribution is based on the following factors:

- The sharing of powers as defined in *An Act respecting the exercise of certain municipal powers in certain urban agglomerations*.
- Distribution of mixed expenditures.

Sharing of Powers

An Act respecting the exercise of certain municipal powers in certain urban agglomerations, supplemented by the *Order in Council concerning the urban agglomeration of Montréal* (1229-2005, December 8, 2005), as amended, sets out all of the powers that fall within the Urban Agglomeration Council Budget. These powers are listed in Table 78.

Administrative expenditures pertaining to the exercise of urban agglomeration powers also fall under the Urban Agglomeration Budget.

Shared services pertaining to these urban agglomeration powers are delivered within the city by different business units, pursuant to the city's organizational structure. These same business units also provide Montréal residents with services falling under the city's local powers. Most of the city's business units actually provide services associated with the exercise of agglomeration powers and services pertaining to the exercise of its local powers. All services provided by the city's business units are reviewed to determine if they pertain to an expenditure falling under a local power or an urban agglomeration power. The expenditure will then be charged to the City Budget Council or to the Urban Agglomeration Council Budget, as the case may be. This review can also serve to determine if a particular expenditure is "mixed" between the two budgets. A second level of review is required to determine the manner in which mixed expenditures will be shared.

Distribution of Mixed Expenditures

Certain expenditures of the city's various business units fall under the budgets of both the Urban Agglomeration Council and the City Council. These mixed expenditures are lumped in two separate categories:

- Those pertaining to public services (such as those falling under the Service de la mise en valeur du territoire et du patrimoine: economic and heritage development).
- Those pertaining to general administrative activities (such as the Service des finances: finance).

Distribution of Mixed Expenditures Pertaining to Services to the Public

The manner in which mixed expenditures pertaining to services to the public are distributed is determined by the business units that provide these services based on one or more of the criteria set out in the *By-law concerning mixed expenditures*, adopted by the Urban Agglomeration Council. They are:

- Factual quantitative data.
- The qualitative assessment of the human resources set aside for them.
- The quantitative assessment of the financial resources set aside for them.

Once these mixed expenditures pertaining to services to the public have been analyzed and distributed, irrespective of mixed expenditures pertaining to general administration activities, we obtain:

- Specifically calculated urban agglomeration expenditures.
- Specifically calculated local expenditures.

The Distribution of Mixed Expenditures Pertaining to General Administration Activities

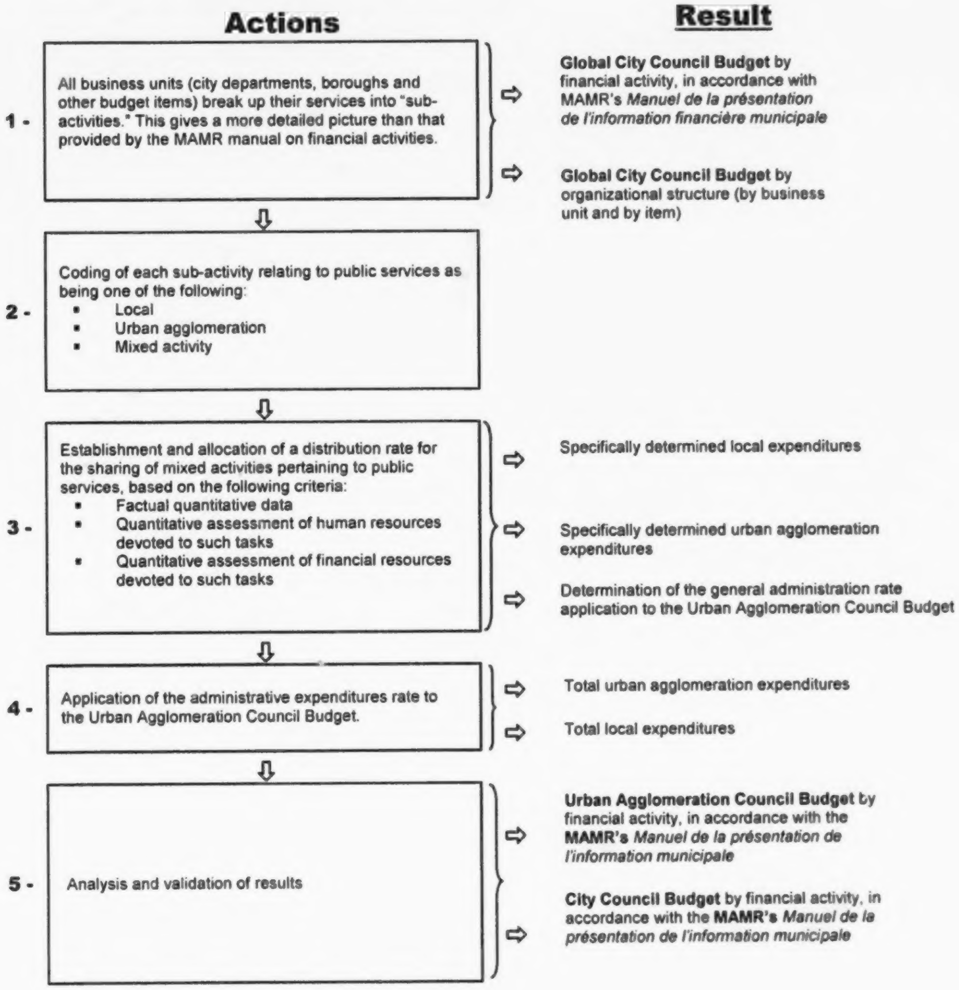
Pursuant to the new *By-law concerning mixed expenditures*, those expenditures falling under the General Administration category are charged at a rate specific to the Urban Agglomeration Council Budget. For 2009, this rate for administrative expenditures is 7.50%, based on the method defined in this new by-law. This percentage pertains to the Urban Agglomeration Council Expenditures Budget as applied, for purposes of calculation, to the value of mixed general administration expenditures falling under the responsibility of the urban agglomeration, to debt service cost, to contribution expenditures, to contingency expenditures and to election contingency expenditures. This rate has been set for fiscal 2009, but will be revised in the following period.

The business units affected by the measure (Affaires corporatives, Capital humain, Commission de la fonction publique, Communications et Relations avec les citoyens, Direction générale, Direction des systèmes d'information, Finances, Vérificateur général) are not required to forecast the budget breakdown of their operating budget expenditures for the urban agglomeration, except with respect to expenditures pertaining to the Municipal Court and assessment, which fall under the authority of the Urban Agglomeration Council.

Step-by-Step Process

The following diagram summarizes and includes each of the steps involved in preparing the city's Global Budget and the necessary distribution of expenditures among the Urban Agglomeration Council and the City Council Budgets.

PREPARING THE BUDGET AND DISTRIBUTING REVENUES AND EXPENDITURES



Actions

Result

1 - All business units (city departments, boroughs and other budget items) break up their services into "sub-activities." This gives a more detailed picture than that provided by the MAMR manual on financial activities.

⇨ **Global City Council Budget** by financial activity, in accordance with MAMR's *Manuel de la présentation de l'information financière municipale*

⇨ **Global City Council Budget** by organizational structure (by business unit and by item)

2 - Coding of each sub-activity relating to public services as being one of the following:
- Local
- Urban agglomeration
- Mixed activity

3 - Establishment and allocation of a distribution rate for the sharing of mixed activities pertaining to public services, based on the following criteria:
- Factual quantitative data
- Quantitative assessment of human resources devoted to such tasks
- Quantitative assessment of financial resources devoted to such tasks

⇨ Specifically determined local expenditures

⇨ Specifically determined urban agglomeration expenditures

⇨ Determination of the general administration rate application to the Urban Agglomeration Council Budget

4 - Application of the administrative expenditures rate to the Urban Agglomeration Council Budget.

⇨ Total urban agglomeration expenditures

⇨ Total local expenditures

5 - Analysis and validation of results

⇨ **Urban Agglomeration Council Budget** by financial activity, in accordance with the **MAMR's** *Manuel de la présentation de l'information municipale*

⇨ **City Council Budget** by financial activity, in accordance with the **MAMR's** *Manuel de la présentation de l'information municipale*

SHARED FACILITIES, ACTIVITITES AND INFRASTRUCTURE

APPENDIX: *ORDER IN COUNCIL CONCERNING THE URBAN AGGLOMERATION OF MONTRÉAL*
(Order No. 1229-2005)

Facilities and Infrastructure

- Mount Royal Park
- Parc Jean-Drapeau (Jean-Drapeau Park)
- Parc du complexe environnemental de Saint-Michel (Saint-Michel Environmental Complex Park)
- The following ecoterritories: forêt Senneville (Senneville Forest), corridor écoforestier de la rivière à l'Orme (Orme River Ecoforest Corridor), corridor écoforestier de l'île-Bizard (Île-Bizard Ecoforest Corridor), rapides du Cheval-Blanc (Cheval-Blanc Rapids), coulée verte du ruisseau Bertrand (Bertrand Creek Green Corridor), the summits and flanks of Mount Royal, Coulée verte du ruisseau De Montigny (De Montigny Creek Green Corridor), the green space of eastern Montréal, the Lachine Rapids, falaise Saint-Jacques (Saint-Jacques Cliff)

Activities and Topics of Activity

- Culture Montréal
- Cité des Arts du cirque
- Tour de l'Île
- Assistance to elite athletes and to metropolitan, national and international sports events
- Implementation of the framework agreement between the Ville de Montréal, the ministère de la Culture et des Communications and the Bibliothèque nationale du Québec
- Trans-Montréal bike paths
- Municipal contributions and management of anti-poverty programs and agreements
- Municipal contributions and management of government programs and agreements aimed ensuring the value of property, sites and boroughs recognized under the *Cultural Property Act*
- Municipal contributions to government programs, to those of the Montréal Metropolitan Community and those pertaining to the improvement, protection and usage conditions of the riverbanks surrounding the Montréal urban agglomeration or the creation of park-like riverbanks within that agglomeration
- Development and makeover of public spaces, including infrastructural work, in a sector of the urban agglomeration designated as its downtown area and bounded as follows (directions are approximate): From the intersection of Rue Amherst with Rue Cherrier; from that point southeast along Rue Amherst and its extension to the St. Lawrence River; from there south along the St. Lawrence River to the point at which it crosses under Highway 15-20 (the Champlain Bridge); from there west along Highway 15-20 to the point at which it

crosses the rail lines; from there northeast along the rail line and the building along the tracks until the end of that building; from there northeast and along the building to the intersection with Rue du Parc-Marguerite-Bourgeoys; from there northeast along Rue du Parc-Marguerite-Bourgeoys and the rail lines to the intersection with the extension of Rue Sainte-Madeleine; from there west along Rue Sainte-Madeleine to the intersection with Rue Le Ber; from there north along Rue Le Ber and its extension to the intersection with the extension of Rue de Sébastopol; from there west along Rue de Sébastopol to the intersection with Rue Wellington; from there north along Rue Wellington to the intersection with Rue Bridge; from there west along Rue Bridge to the intersection with Rue Saint-Patrick; from there northwest to the intersection with Rue Guy, Rue William and Rue Ottawa; from there northwest and along Rue Guy to the intersection with Rue Notre-Dame Ouest; from there northwest and along the border of Ville-Marie borough to the boundary of the Mount Royal historic and natural borough; from there northwest along the boundary of the Mount Royal historic and natural borough to the intersection with Avenue des Pins Ouest; from there northeast along Avenue des Pins Ouest to the intersection with Rue Saint-Denis; from there southeast along Rue Saint-Denis to the intersection with Rue Cherrier; from there northeast along Rue Cherrier to the intersection with la Rue Amherst, the starting point

LIST OF SHARED FACILITIES, INFRASTRUCTURE AND ASSETS WITHDRAWN FROM THE APPENDIX OF THE ORDER IN COUNCIL CONCERNING THE URBAN AGGLOMERATION OF MONTRÉAL

Retired Facilities and Infrastructure

- Aréna Maurice-Richard (Maurice-Richard Arena)
- Centre de tennis Jarry (Jarry Tennis Centre)
- Centre d'histoire de Montréal (Montréal History Centre)
- Chapelle historique du Bon-Pasteur (Bon-Pasteur Historic Chapel)
- Complexe sportif Claude-Robillard (Claude-Robillard Sports Complex)
- Atwater Public Market
- Jean-Talon Public Market
- Musée de la Pointe-à-Callière (Pointe-à-Callière Museum)
- Musée de Lachine (Lachine Museum)
- Parc Angrignon (Angrignon Park)
- Jarry Park (Jarry Park)
- Parc Lafontaine (Lafontaine Park)
- Parc Maisonneuve (Maisonneuve Park)
- Parc René-Lévesque (René-Lévesque Park)
- Promenade Bellerive (Promenade Bellerive Park)

Retired Activities and Topics of Activity

- Film production and TV broadcasts
- Forum permanent sur les équipements culturels
- Showcasing of Old Montréal
- Festival du monde arabe
- Urban revitalization of the following sectors: Sud-Ouest, Ville-Marie, Montréal-Nord and Lachine (Saint-Pierre neighbourhood)
- Redevelopment for reincorporation within the urban fabric of such large sites as railroad yards, obsolete or abandoned industrial spaces and abandoned rail rights of way (including decontamination work, demolition or relocation of detrimental businesses)
- Organizations involved in urban agglomeration-wide planning and development activities
- Coup de cœur francophone
- Festival international Nuits d'Afrique
- Francofolies de Montréal

- Just for Laughs
- Montreal High Lights
- Présence autochtone – Terres en vue
- Biennale Les coups de théâtre
- Fringe
- Shakespeare in the Park – Répercussion théâtre
- Biennale FIND
- Montreal Chamber Music Festival
- Festival international de jazz
- MEG (Montréal électronique groove)
- Off festival de jazz
- World Film Festival
- Montreal Jewish Film Festival
- FNCM
- Les 400 coups
- Rendez-vous du cinéma québécois
- Vues d'Afrique
- Museums Day
- Festival interculturel du conte
- Festival international de littérature
- Salon du livre de Montréal
- Carifiesta
- Divers/Cité
- Canada Day
- Fête nationale du Québec
- St. Patrick's Day
- Harmonization of library computer systems
- World Outgames: Montréal 2006

WATER FUND

The Water Fund is an accounting fund used to consolidate financial information on water and to monitor financial reserves in this area.

The city administration launched a plan in 2003 aimed at making major investments in rehabilitating water and sewer lines and in bringing drinking water production plants up to standard. To meet these goals while controlling indebtedness levels, the city has since 2004 levied a special tax aimed at improving the water supply system. In accordance with legal requirements pertaining to this tax, two financial reserves (one local and one for the urban agglomeration) were established.

Table 79 presents the budgeted statements of revenues and expenditures pertaining to water management for fiscal 2009. It comprises two separate components: the City Council Budget and that of the urban agglomeration. The new system of funding urban agglomeration expenditures with aliquot shares also requires a revised presentation of the Budgeted Statement of Revenues and Expenditures.

Total revenues earmarked for the Water Fund in the 2009 Budget stand at $357.6 million, including $125 million exclusively earmarked for improving the island's water supply system. This means that a contribution of $80 million, paid by the aliquot shares of the related municipalities, including Montréal, will be directly allocated to the Urban Agglomeration Council's Water Financial Reserve, while the Ville de Montréal will earmark a contribution of $45 million to the Water Financial Reserve falling under City Council authority. Overall, the city's total contribution of $109 million consists of its aliquot share to the urban agglomeration's Water Financial Reserve ($64 million) and its contribution to the local Water Financial Reserve ($45 million).

Total Water Fund revenues stand at $357.2 million in the 2009 Budget. Expenditures of the Water Financial Reserve are presented so that they reflect all fields of water management activity. The City Council Budget includes an appropriation of $203.7 million to ensure funding of the aliquot share pertaining to urban agglomeration activities.

An amount of $350.7 million has been budgeted for capital procurements. The latter will be financed through such means as grant programs ($180 million) and cash payments ($26.5 million) from the Water Financial Reserves. Loans to be repaid by residents will thus be capped at $138.4 million.

Details of work on the water supply scheduled under the 2009-2011 Three-Year Capital Works Program appears in Table 80.

The major water management projects for 2009 involve rehabilitation of the secondary water mains and sewer lines ($127.5 million), bringing drinking water production plants up to standard ($82.8 million) and the primary water main rehabilitation program ($29.6 million).

Table 79

Budgeted Statement of Revenues and Expenditures Pertaining to Water Management

(In thousands of dollars)

	City Council Budget 2009	Urban Agglomeration Council Budget 2009	Inter-unit transactions to be eliminated 2009	Overall budget 2009
Revenues				
Aliquot shares – water service	-	110,808.7	(89,950.3)	20,858.4
Aliquot shares - drinking water supply	-	53,255.9	(48,758.4)	4,497.5
Aliquot shares - water financial reserve	-	80,000.0	(64,941.0)	15,059.0
Wastewater fee structure and selling of drinking water - Charlemagne	-	6,055.6	-	6,055.6
Other revenues - SITE	-	532.9	-	532.9
Contribution to improve water service	109,941.0	-	-	109,941.0
Flat and meter rate	26,285.3	-	-	26,285.3
Other revenues - Boroughs	885.3	-	-	885.3
Other revenues - SITE	893.5	-	-	893.5
Allocation to the general fund	172,596.8	-	-	172,596.8
Total revenues	**310,601.9**	**250,653.1**	**(203,649.7)**	**357,605.3**
Expenditures				
Direction de l'eau (water management)	1,432.2	4,744.4	-	6,176.6
Drinking water production, modernization of plants and network optimization	-	66,930.7	-	66,930.7
Wastewater treatment	-	65,357.0	-	65,357.0
Secondary water and sewer systems				
- Strategic management of systems	5,346.7	341.1	-	5,687.8
- Borough allocations for system maintanance	45,240.3	-	-	45,240.3
- Improvement to system maintenance	9,101.8	-	-	9,101.8
Installation of water meters and management plan	-	29,698.3	-	29,698.3
Contingency fund	712.1	7,927.9	-	8,640.0
Management and technical support SITE (laboratory, geomatics)	670.1	7,484.3	-	8,154.4
General administration expenses	2,071.5	21,898.1	-	23,969.6
Financing expenses	14,461.2	25,284.2	-	39,745.4
Total expenditures	**79,035.9**	**229,666.0**	**-**	**308,701.9**
Aliquot shares for financing urban agglomeration activities	**203,649.7**		**(203,649.7)**	**-**
Financing				
Repayment of long-term debt	27,554.7	20,987.1	-	48,541.8
Total financing	**27,554.7**	**20,987.1**	**-**	**48,541.8**
Total expenditures, aliquot shares and financing	**310,240.3**	**250,653.1**	**(203,649.7)**	**357,243.7**
Surplus (deficit) before allocations	**361.6**	**-**	**-**	**361.6**
Allocations				
Repayment of capital	(361.6)	-		(361.6)
Total allocations	**(361.6)**	**-**	**-**	**(361.6)**
Operating surplus (deficit) for fiscal purposes	**-**	**-**	**-**	**-**

Expected capital expenditures and financing sources

Capital expenditures				
Drinking water production	-	162,245.0	-	162,245.0
Wastewater treatment	-	34,293.0	-	34,293.0
Secondary water and sewer systems	100,900.0	26,600.0	-	127,500.0
Water meters	-	19,272.0	-	19,272.0
Immovables	-	7,378.0	-	7,378.0
Total Capital expenditures	**100,900.0**	**249,788.0**	**-**	**350,688.0**
Sources of financing				
Transfers relating to cost sharing agreements	90,700.0	89,345.0	-	180,045.0
Allocation of water financial reserves	4,000.0	22,543.0	-	26,543.0
Other	-	5,722.0	-	5,722.0
Loan charged to taxpayers	6,200.0	132,178.0	-	138,378.0
Total - financing sources	**100,900.0**	**249,788.0**	**-**	**350,688.0**

Table 80

Breakdown of Capital Expenditures over the Next Three Years

(In thousands of dollars)

Capital expenditure project	2009	2010	2011	Total
Direction de la production de l'eau potable				
Rehabilitation program for principal water mains	29,597	23,769	25,770	79,136
Principal water mains - Pierrefonds regional network	6,275	5,300	2,350	13,925
Principal water mains - Sainte-Anne-de-Bellevue regional network	2,947	403	279	3,629
Principal water mains - Lachine regional network	-	225	1,465	1,690
Program to rehabilitate water pipes – valves and components	650	350	350	1,350
Repairs to the Sainte-Anne-de-Bellevue and Baie-D'Urfé intermunicipal conduit	101	-	-	101
Safety measures to protect electricity flow to water production plants and pumping stations	16,173	4,676	-	20,849
Upgrading of water treatment processes	82,831	76,522	71,003	230,356
Upgrading of drinking water treatment plants, pumping stations and reservoirs	3,769	12,108	14,350	30,227
Rehabilitation program for reservoirs and pumping stations	12,133	5,233	7,439	24,805
Upgrading of buildings of the Direction de la production de l'eau potable	1,686	-	-	1,686
Water meters at industries, businesses and institutions	19,272	23,505	23,532	66,309
Follow-up and optimization of water supply	6,083	6,636	13,272	25,991
	181,517	**158,727**	**159,810**	**500,054**
Direction de l'épuration des eaux usées				
Major renovation program for collector systems	18,576	11,466	4,102	34,144
Filtration station and its network of collector conduits	300	1,500	-	1,800
Program to bring station infrastructures and equipment up to standard	10,417	9,999	9,498	29,914
Disinfection of wastewater	5,000	32,500	102,500	140,000
	34,293	**55,465**	**116,100**	**205,858**
Direction de la gestion stratégique des réseaux d'eau				
Program to rehabilitate secondary water and sewer systems	127,500	131,700	131,700	390,900
Direction des immeubles				
Program to preserve corporate industrial buildings	**7,378**	**2,997**	**4,980**	**15,355**
Total	**350,688**	**348,889**	**412,590**	**1,112,167**

ROAD FUND

Aware of issues pertaining to road infrastructure, Montréal created the Road Fund in 2006. This financial reserve serves to increase investment in the rehabilitation development of road infrastructure projects.

Montréal also tabled its road master plan in 2007. This plan set out major investments in Montréal's overall road system. The city has earmarked $811.9 million for different road rehabilitation projects in the 2009-2011 Three-Year Capital Works Program.

Road Repair Program

Montréal decided to step up rehabilitation of its road system a few years ago. To do so, the city committed itself to investing $500 million over the 2006 to 2009 period. At the current pace of investment growth, this objective will largely have been exceeded by 2009. Specifically, some $450 million is to have been invested in road repair in 2006 through 2008. The city plans to invest another $413.5 million from 2009 through 2011, and $152.6 million of that amount in 2009.

Other Road Expenditures

The city's *Transportation Plan* has placed special emphasis on the rehabilitation and construction of road structures. Over the next few years, $45.2 million will be invested in Montréal's road structures. In the area of pedestrian and motorist safety, major investments will be made to improve lighting systems and traffic signals and safety enhancement measures at the more hazardous intersections. Montréal will spend over $27.7 million on traffic signals and road signs, to enhance pedestrian safety throughout its road system.

Stepped up efforts will also be made to improve the island's bike path network. Montréal has set the goal in its *Transportation Plan* of creating more than 400 km of bike paths over a 5-to-7-year period. The city will invest $25.4 million over the next three years on this project.

Finally, Montréal will launch several major development projects over the next few months, including reconstruction of Rue Notre-Dame, improved links to Montréal-Trudeau International Airport and the extension of Boulevard Maurice-Duplessis. Funding of some $164.8 million will be allocated to this project over the next three years.

Table 81

Capital Assets Activities—Road Expenditures by Category[1]

(In thousands of dollars)

Road network expenditures	**2009**	**2010**	**2011**	**Total**
Immovables				
Bridges, tunnels and viaducts	12,897.0	16,150.0	16,208.0	45,255.0
Roads, streets and sidewalks	230,786.0	224,476.0	235,815.0	691,077.0
Lighting and traffic lights systems	10,012.0	10,428.0	7,239.0	27,679.0
Bicycle paths	9,351.0	8,241.0	7,841.0	25,433.0
Other assets	4,461.0	13,163.0	4,864.0	22,488.0
	267,507.0	**272,458.0**	**271,967.0**	**811,932.0**
Financing				
Dedicated tax[2]	4,000.0	4,000.0	4,000.0	12,000.0
Deposits	-	-	-	-
Grants	27,873.0	45,660.0	43,667.0	117,200.0
Accumulated surplus, general taxes and other	29,600.0	21,385.0	26,650.0	77,635.0
Loans	206,034.0	201,413.0	197,650.0	605,097.0
Total financing	**267,507.0**	**272,458.0**	**271,967.0**	**811,932.0**

[1] Expenditures on roadwork performed within the city except for expenditures falling under the Investment Funds and those made by the Commission des services électriques (electrical service commission).

[2] The tax earmarked for the Road Financial Reserve has been assessed at $16.5 million in the 2009 Budget. A $12.5 million portion of this tax has been earmarked for road maintenance work, such as mechanical road repair.

INVESTMENT FUND

Investments Designed to Create Wealth and New Infrastructure for City Residents

In 2006, Montréal created an investment fund that would promote growth in real-estate wealth throughout the city. This Investment Fund consists of a supplementary envelope of the Three-Year Capital Works Program (TCWP), which is devoted to major municipal infrastructure projects that offer the greatest potential development performance for the city. The very large share of these investments pertain to the construction of road infrastructure, water mains and sewage lines, development of public squares and land acquisition. By injecting additional funding into major development projects, the city is seeking to accelerate the growth of its property tax revenues beyond that generated by normal evolution of the market. The federal and provincial governments, as well as other financial partners, are also contributing to this fund.

The Investment Fund comprises a total amount of $429.7 million that is to be disbursed as follows: $146.0 million in 2009, $151.3 million in 2010 and $132.4 million in 2011. The city is contributing about half of the amounts invested in the wealth creation projects, for a total of $212.8 million over the next few years.

The city has earmarked major investments of some $92.8 million (with $45.8 million to be spent in 2009) over the 2009 to 2011 period for the Quartier des spectacles, and in particular the continuation of its Phase 1 (Place du Quartier des spectacles), as well in the launch of Phase 2 (Promenade des Festivals—Place de l'Adresse symphonique). With respect to the Montréal Harbourfront, funding of $18.5 million will be invested in 2009 in infrastructural work preceding redevelopment of downtown section of the Bonaventure Expressway. Large investments will also be set aside for the future university health centres of the Université de Montréal and McGill University.

All investments earmarked scheduled in the Investment Fund are presented in detail in the following table.

Table 82
Capital Assets Activities—Investment Fund by Project

(In thousands of dollars)

Capital Works Projects	2009	2010	2011	Total
Aéroports de Montréal (ADM) - construction of infrastructure	5,000.0	4,000.0	0.0	9,000.0
Saint-Michel quarry - infrastructures and development	5,200.0	10,042.0	24,419.0	39,661.0
Carrière Saint-Michel - infrastructures and development	400.0	3,243.0	1,157.0	4,800.0
CHUM - infrastructures	6,500.0	10,500.0	4,000.0	21,000.0
MUHC, Glen Yards - infrastructures	8,104.0	18,900.0	13,964.0	40,968.0
Griffintown - infrastructures	6,000.0	11,500.0	11,754.0	29,254.0
Havre de Montréal - Redevelopment autoroute Bonaventure	18,500.0	30,000.0	24,000.0	72,500.0
Île-des-Soeurs - infrastructures	3,520.0	4,803.0	3,350.0	11,673.0
L'Acadie-Chabanel - Infrastructures and development	8,092.0	7,272.0	4,000.0	19,364.0
Enhancement of boulevard De Maisonneuve	4,020.0	5,000.0	5,000.0	14,020.0
Pierrefonds Ouest – development of the l'Anse-à-l'Orme	0.0	407.0	5,900.0	6,307.0
Infrastructure program required for development	13,360.0	5,000.0	1,000.0	19,360.0
Quartier des spectacles - complementary projects	1,280.0	1,280.0	1,280.0	3,840.0
Quartier des spectacles - redevelopment of the Place des Arts area	45,842.0	26,800.0	20,195.0	92,837.0
Redevelopment of the Chaboillez sector	0.0	0.0	3,400.0	3,400.0
Sherbrooke-Est sector - redevelopment phase 1	3,000.0	0.0	0.0	3,000.0
Contrecoeur site - Infrastructures and development	3,703.0	2,609.0	2,609.0	8,921.0
Rosemont site workshops - infrastructures for development	2,035.0	0.0	0.0	2,035.0
Saint-Jacques / Upper-Lachine - Enhancement for revitalization purposes	3,661.0	0.0	0.0	3,661.0
Saint-Viateur Est - Revitalization of sector	1,200.0	1,959.0	0.0	3,159.0
Montréal Technoparc - Infrastructures and development	5,000.0	5,000.0	3,349.0	13,349.0
Technopôle Angus - infrastructures	1,594.0	0.0	0.0	1,594.0
Municipal land - Infrastructures and development	0.0	3,000.0	3,000.0	6,000.0
Total expenditures	**146,011.0**	**151,315.0**	**132,377.0**	**429,703.0**
Financing				
Grant	86,011.0	75,608.0	55,297.0	216,916.0
Loans	60,000.0	75,707.0	77,080.0	212,787.0
Total financing	**146,011.0**	**151,315.0**	**132,377.0**	**429,703.0**

GLOSSARY AND SPECIAL TERMS

Aliquot Shares

These shares represent the contribution expenditures to be paid by the Ville de Montréal for funding activities that fall under the authority of the Urban Agglomeration Council.

The set of aliquot shares received from the Ville de Montréal and the other related municipalities constitute the urban agglomeration's main source of revenues.

Allocation

Item referring to funding drawn on financial reserves or reserve funds and cumulative surpluses and used to finance operating activities for the current fiscal year. This item also refers to funding earmarked for the replenishment of financial reserved and reserve funds and for financing capital procurements set out in the TCWP.

Annualization

Administrative procedure that consists of establishing budget expenditure and revenue components on an annual basis that had previously been established for short periods.

Assessment roll

Record containing information pertaining to the breakdown of taxes that have been assessed. Also includes the names of each property owner, the assessed value of each building, the rate of every property tax, the amount of taxes due from each taxpayer and the amount of all back taxes due from each taxpayer. This roll is a public document.

Average cumulative property tax rate

Rate produced by adding property tax rates to the property tax equivalents of user fees applicable to a given property category.

Averaging of assessment roll changes over time

Fiscal measure intended to mitigate the impact of a new valuation roll by distributing over a four-year period a change in the assessed value of a property resulting from implementation of the new roll.

Borough

Territorial, administrative and political division. Montréal is divided into 19 boroughs that are considered to be business units, so that it may exercise certain powers.

Business plan

Strategic plan in which a business unit defines its key concerns and issues and focuses on the goals and commitments that it intends to meet over the short and medium terms.

Business unit

Entity consisting of either a borough or a city department.

Central department
Administrative entity or business unit responsible for assisting the city administration and the boroughs in areas of planning and support. A central department can also assume operational duties.

Charter of Ville de Montréal
Québec statute pertaining to the constitution, organization, areas of jurisdictions and powers of this municipality. Rules governing the harmonization of municipal taxation appear in the *Charter of Ville de Montréal.*

Development
In the Three-Year Capital Works Program, "development" is considered to be the goal of any investment pertaining to the addition or expansion of facilities, increase in the amount of municipal equipment, construction of roadways or underground conduits, as well as the acquisition and landscaping of new parks.

Distribution of change in property values
Fiscal incentive aimed at smoothing the effect of a new property assessment roll by gradually applying the changes of value represented in the new roll to property taxes.

Eco-centre
Facility designed to receive recyclable and reusable materials. Eco-centres also serve as community centres by providing information and by enabling residents to participate in educational and other activities pertaining to the environment.

Eco-Quartier
Program aimed at supporting initiatives of residents seeking to participate in an organization devoted to the promotion and to the improvement of their borough's quality of life.

Effectiveness
Measure of the extent to which certain objectives have been achieved.

Efficiency
Measure of how well resources have been used in meeting a set objective.

Employer contributions
Expenditure item consisting of fringe benefits (various insurance programs, pension plan contributions, etc.) and employee benefits (contributions to the QPP, to employment insurance, to the CSST, to the Fonds de santé) granted to elected officials and to employees.

Employee on availability
Permanent employee whose permanent position has been abolished and who is no longer the incumbent of a position.

Employee on availability outside of the administrative structure
Employee on availability who has not been assigned to any authorized position within the administrative structure of a borough or of a city department.

Expenditures by item

Expenditure classification system based on the economic function of the goods and services in question and defined in the *Manuel de la présentation de l'information financière municipale.* The following expenditure categories exist: Remuneration, Employer contributions, Transportation and Communications, Professional, Technical and Other Services, Leasing, Maintenance and Repair, Durable Goods, Non-Durable Goods, Financing Expenses, Contributions to Other Organizations and Entities and Other Purposes.

Field of endeavour

Term designating a sector of municipal responsibility.

General property tax

Tax based on a building's assessed property value and thus on revenue used to finance the municipality's overall expenditures. Tax rates vary according to four property categories.

Global tax rate

Rate obtained by dividing the assessed property value of a municipality by the tax revenue collected from all of its taxpayers.

Gross investment expenditure

This expression indicates total investment expenditures adjusted by subtracting the GST rebate. These amounts are shown in contrast with net investment expenditures and do not take into account financing methods.

Imbalance in taxation

Transfer of a share of the tax burden from one sector to another, from one property category to another or from one property to another. Any modification of the basis for a tax or a fee in terms of value, frontage, dwelling units, etc., may result in an imbalance in taxation.

Inter-unit charge

Transaction involving an exchange of services between two business units. The concept of inter-unit charge enables a unit providing a service to charge an expenditure to the receiving unit.

Investment expenditure

Expenditure for items that can be purchased, built, developed or improved. Such asset items must also meet the following criteria:

- They are to be used to produce goods, to provide services or to ensure operations of the municipal administration.
- They have been purchased, built, developed or improved to be used in a sustainable manner.
- They are not to be sold in the municipality's normal course of business.

Loan by-law

Authorization from the ministre des Affaires municipales et des Régions, du Sport et du Loisir for the city to take out a loan that generally will serve to fund certain investment expenditures that are too costly to be assumed over a single fiscal year.

Montréal International
Organization seeking to contribute to the economic development of Greater Montréal and to expand the region's international influence.

Municipal category
Standardized system of classifying municipal activities applicable to all municipal organizations and which is defined in the *Manuel de la présentation de l'information financière municipale*. These categories are: General Administration, Public Safety, Transportation, Environmental Hygiene, Health and Welfare, Urban Planning and Development, Recreation and Culture, Electricity and Financing Costs.

Net investment expenditure
This expression indicates only that portion of gross investment expenditures financed through loans to the city. This figure is calculated by deducting other sources of financing (grants, contributions, etc.) from the gross investment expenditure.

Occupancy of the public domain
Installation of certain structures, in whole or in part, in an area normally reserved for public use.
Such structures could include stairways, balconies, pedestrian overpasses and underground passages. Owners are billed rental fees for such use. A rental fee may represent a symbolic amount, it may be based on a contractually established rate or it may be based on a value set by the city.

Other Budget Items
Budget subdivision grouping a set of expenditures of the same type that are not associated with the boroughs or with the city departments.

Payments in lieu of taxes
Amounts paid by the owners of tax-exempt properties in lieu of various taxes and fees. The nature and amount of such compensation varies by owner (government, school board, hospital, non-profit organization, church, etc.).

Person-year
Concept used by the city administration to convert the number of employees of any status into full-time equivalents.

Program
Programs serve as complements to projects listed in the business unit tables of the Three-Year Capital Works Budget and cover a series of sub-projects to carry out work of a similar nature and that are common to multiple boroughs or to central departments.

Protection
This represents the Three-Year Capital Works Program investment goal of preserving, restoring, rehabilitating and maintaining assets.

Property categories
For general property tax assessment purposes, the overall set of properties to which a particular rate applies. In assessing taxes, the city administration uses four property categories: non-residential properties, vacant lots, properties with six or more dwellings and the residual category.

Property transfer
Transfer of ownership of a building, creation or transfer of an emphyteutic lease or lease of a building for a period of more than 40 years.

Property transfer fees
Fees paid by the purchaser of a property at the time it changes hands. These fees are equivalent to 0.5% of the sale price up to $49,999; 1% of that price from $50,000 to $249,999 and 1.5% on any higher value.

Property valuation roll
Record prepared by the city's Direction de l'évaluation foncière (tax assessment) including all information required for producing the tax roll.

Quasi-municipal organization
Non-profit entity that has been endowed, under conditions provided by law, with a legal personality and which maintains a business relationship with the city.

Real Estate Acquisitions
Items representing the amount earmarked for capital expenditures under the Three-Year Capital Works Program.

Real estate assessment roll (property valuation roll)
Record prepared by the city's Direction de l'évaluation foncière (property valuation division), including all information required for producing the tax roll.

Reclamation rate
Percentage of solid waste produced that did not serve as landfill because of recovery, reuse or reduction of disposal at the source.

Remuneration
Heading that includes the salaries and compensation paid to elected officials and to employees.

Residual category
Set of buildings primarily consisting of residential structures containing no more than five units. Such buildings are subject to the general property tax basic rate. This category also includes vacant lots on which construction is prohibited.

Royalties—underground conduits
Rental fee imposed on users of the underground conduit network of the Commission des services électriques (electrical services commission) based on the space their conduits take up within the network.

Sector
In terms of taxation, territory of a former municipality. The property situated within each former municipality remains responsible for the latter's' respective debts.

Tax burden
For a given fiscal year, the set of tax revenues derived from such sources as general property taxes, water user fees and solid waste treatment fees. The tax burden is estimated on the basis of real estate assessment roll data as at September 13, 2003. Finally, the tax burden is that portion of the tax revenue for a given sector to which a ceiling on any increase applies (5% maximum) for purposes of tax harmonization under the *Charter of Ville de Montréal*.

Tax harmonization
Effort to bring the various tax regimes and taxation levels of various city sectors (former municipalities) within a single system of taxation.

Transfers
Grants from different levels of government, other public organizations, private businesses and individuals, with no service provided as valuable consideration. Transfer revenues are organized in accordance with their ultimate categories. They may be used to finance operating expenditures, to service the debt or to make investments.

User fees
With respect to taxation, amount due in consideration of a service provided to a building or to its occupant. Such fees are paid by the property owner or occupant.

SPECIAL TERMS

TERRITORIES

Montréal Urban Agglomeration
The 16 municipalities that make up the Island of Montréal or simply, the Island of Montréal.

Local municipality

- The term "local municipality" comprises a variety of different entities including cities, municipalities, villages, parishes and townships. *(Source: MAMR)*
- The local municipality is administered by a municipal or city council. *(Source: MAMR)*

Central City

- The Ville de Montréal, in its relationship with the local municipalities that make up the urban agglomeration of Montréal.
- The central city carries out the urban agglomeration's various responsibilities within the Island of Montréal and local responsibilities within the residual city, through the appropriate decision-making body (the Urban Agglomeration Council, the City Council or a borough council.

Reconstituted municipalities

- Excluding the residual city, the 15 territories of the Island of Montréal that resumed their municipal status on January 1, 2006.
- The reconstituted municipalities are responsible for their respective local services.

Related Municipalities
The Island of Montréal's 16 related municipalities (the 15 reconstituted municipalities and the Ville de Montréal) that sit on the Montréal Urban Agglomeration Council.

SERVICES RENDERED AND POWERS

Urban Agglomeration powers

The Urban Agglomeration Council or the Executive Committee carries out the urban agglomeration's responsibilities pursuant to law. These entities are, in other words, responsible for urban agglomeration services provided by the central city (Montréal) to all island residents.

Urban Agglomeration services

All common services provided by Montréal to island-wide residents.

Local Areas of Responsibility

- The council of each municipality on the Island of Montréal exercises local areas of responsibility that are defined by law, which means such councils are responsible for local services provided within the local municipality.
- Responsibilities exercised by local municipalities are also called *neighbourhood services*.
- In the case of the Ville de Montréal, the *Charter of Ville de Montréal* states that these local areas of authority shall be shared between the City Council and the borough councils. There are, accordingly:
  - Local areas of authority administered by the boroughs.
  - Local areas of authority administered by the City Council.

DELIBERATIVE BODIES

Urban Agglomeration Council

- One of the city's deliberative bodies.
- The Urban Agglomeration Council exercises the urban agglomeration's powers pursuant to law. This council is, in other words, responsible for urban agglomeration services provided by the city to all island residents.

City Council

- Each local municipality has a City Council.
- The City Council is one of the city's four deliberative bodies.
- Montréal's City Council exercised those local powers stipulated under the *Charter*. This council is, in other words, responsible for certain city-wide local services.
- In the case of Montréal, the *Charter* stipulates that local powers be divided among the City Council and the borough councils.
- In the case of the reconstituted municipalities, municipal council also exercise local powers. They are, in other words, responsible for their own local services.

Borough Council

- Deliberative body found in each of Montréal's 19 boroughs.
- Borough councils exercise local powers as prescribed by the *Charter*. This means they are responsible for the local services provided within each borough.

Executive Committee

- Montréal's deliberative body, consisting of between 7 and 11 members appointed by the mayor of Montréal.
- The Executive Committee has authority of local, rather than agglomeration powers.

Deliberative Bodies

Montréal has four deliberative bodies:

- The City Council.
- The Urban Agglomeration Council.
- The borough councils.
- The Executive Committee.

The 15 reconstituted municipalities of the Montréal Urban Agglomeration each have two deliberative bodies:

- A municipal council.
- The Urban Agglomeration Council.

BUDGET

City Budget

The city budget comprises amounts associated with both the urban agglomeration's powers and with the city's local powers.

City Council Budget

- The City Council Budget is the budget adopted by Montréal's City Council so that it may exercise local powers within the city.
- The city's local powers are exercised both by the boroughs and the central departments.

Urban Agglomeration Council Budget

- The Urban Agglomeration Council Budget is the budget adopted by the Urban Agglomeration Council so that it may exercise the urban agglomeration's powers throughout the island.
- The urban agglomeration's powers are exercised by Montréal's central departments.

Borough Budget

The borough budget is the budget adopted by the borough council and applied to the borough's local powers under the latter's authority.

Adoption of the Budget

"If, on 1 January, the budget is not adopted, 1/12 of each appropriation provided for in the budget of the preceding fiscal year is deemed to be adopted. The same rule applies at the beginning of each subsequent month if, at that time, the budget has not yet been adopted" (section 474 of the *Cities and Towns Act*).

Furthermore, "The council may prepare and adopt a supplementary budget to make up any anticipated deficit" (sections 474.4 to 474.7 of the *Cities and Towns Act*).

ALIQUOT SHARE CONCEPT

Under *An Act to amend various legislative provisions concerning Montréal* (S.Q. 2008, c.19., "Bill 22"), adopted June 20, 2008, most urban agglomeration activities shall be funded through a new "aliquot share" (or co-payment) system. In other words, rather than levy direct taxes on Island of Montréal residents, the Urban Agglomeration Council will now share the cost of exercising its authority with the related municipalities. The related municipalities can then draw on their aliquot shares to make their payments, in accordance with their particular fiscal directions.

TAXES

Taxes of the Ville de Montréal
Include the urban agglomeration tax (prior to 2009), the local municipal tax and the borough taxes.

Urban Agglomeration Taxes
Taxes paid by all Island of Montréal residents for urban agglomeration services falling under the authority of the Urban Agglomeration Council. This tax has been eliminated in 2009.

Local Municipal Taxes

- **Local municipal taxes**
  Taxes falling under the authority of the City Council paid by all Montréal residents for local services.

- **Borough taxes**
  Specific taxes falling under the authority of the borough council and paid (where applicable) by residents of a particular borough for neighbourhood services.

INDEX OF ACRONYMS AND ABBREVIATIONS

AMT
Agence métropolitaine de transport (Montréal commuter train agency)

BAM
Bureau accès Montréal (Accès Montréal office)

CES
Centre d'expertise et de support (expertise and support centre)

CESM
Complexe environnemental de Saint-Michel

CIM
Conseil interculturel de Montréal (Montréal intercultural council)

CLD
Centre local de développement (local development centre)

CLE
Centre local d'emploi (local employment centre)

CMM
Communauté métropolitaine de Montréal (Montreal Metropolitan Community)

CMHC
Canada Mortgage and Housing Corporation

CSE
Commission des services électriques (electrical services commission)

CSIF
Canada Strategic Infrastructure Fund

CSST
Commission de la santé et de la sécurité du travail (Québec occupational health and safety board)

CTAM
Comité de transition de l'agglomération de Montréal (Montréal urban agglomeration transition committee)

FIS
Fonds d'initiative stratégique (strategic initiative fund)

FSFAL
Fonds spécial de financement des activités locales (special fund to finance local activities)

GIST
Groupe d'intervention stratégique (strategic response group)

GST
Federal Goods and Services Tax

ISQ
Institut de la statistique du Québec (Québec statistics institute)

LCD
Local Development Centres

MAMR
Ministère des Affaires municipales et des Régions

MAPAQ
Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec (Québec ministry of agriculture, fisheries and food industries)

MCCCF
Ministère de la Culture, des Communications et de la Condition féminine (department of culture, communications and the status of women)

MESS
Ministère de l'Emploi et de la Solidarité sociale (department of employment and social solidarity)

MI
Montréal International

OMH
Office municipal d'habitation (Montréal municipal housing bureau)

PROCIM
Programme de coopération industrielle de Montréal (Montréal industrial cooperation program)

PRQC
Programme de revitalisation des quartiers centraux (downtown urban renewal program)

PRU
Programme de renouveau urbain (urban renewal program)

PSAB
Public Sector Accounting Board

P-Y
Person-year

QIM
Quartier international de Montréal (Montréal international district)

QST
Québec Sales Tax

RASOP
Revue des activités, des services, des opérations et des programmes (review of activities, services, operations and programs)

RRQ
Régie des rentes du Québec (Québec income-security board)

SDC
Société de développement commercial (commercial development corporation)

SHDM
Société d'habitation de Montréal (Montréal housing corporation)

SIMON
Système Intégré Montréal (Montréal integrated management system)

SITE
Service des infrastructures, transport et environnement (infrastructure, transportation and environment)

SOFIL
Société de financement des infrastructures locales du Québec

SPVM
Service de police de la Ville de Montréal (police department)

STM
Société de transport de Montréal (Montréal public transit corporation)

TGE
Telecommunications, gas and electricity

TGT

Global tax rate

TCWP
Three-year Capital Works Program

Published by the Ville de Montréal
Service des finances
ville.montreal.qc.ca/finances

Legal Deposit
4th quarter 2008
Bibliothèque nationale du Québec
ISBN: 978-2-7647-0786-9

Graphics:
Ville de Montréal
Centre d'impression numérique et
de communications visuelles
07.30.095-0

Printed in Canada

ville.montreal.qc.ca